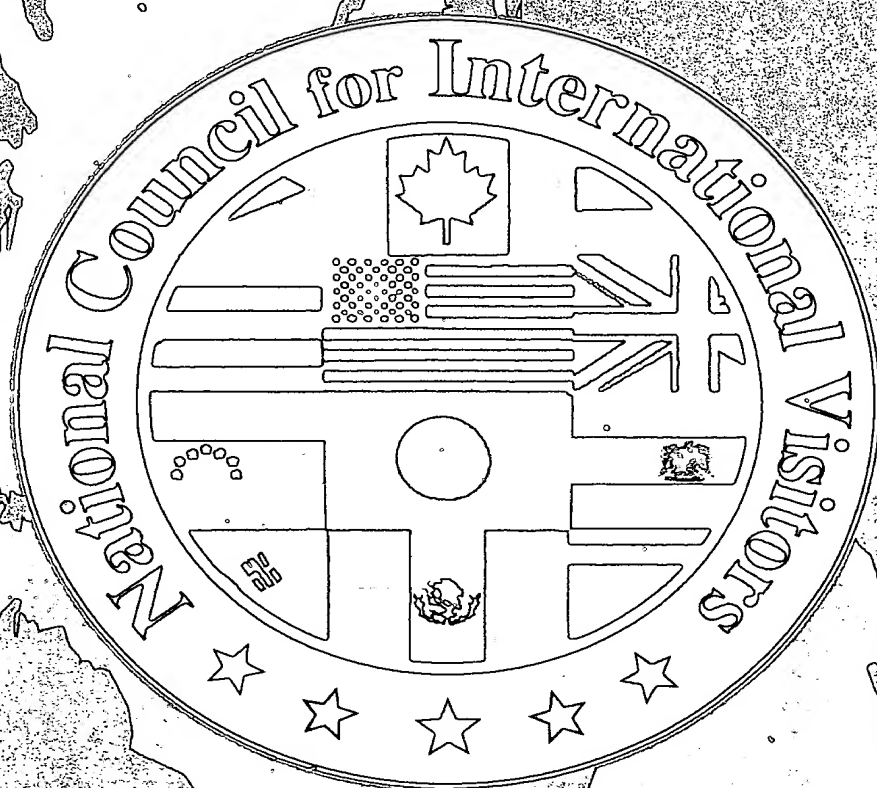


Marketing on the Net 2000



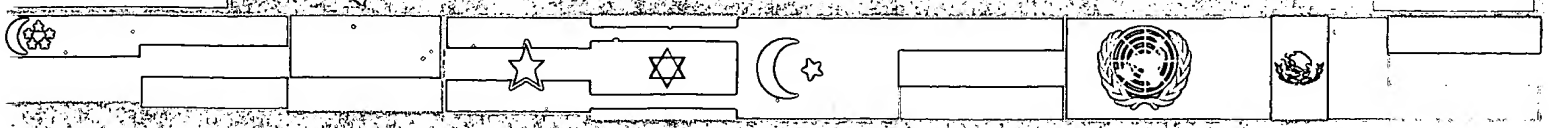
Volume 2 of 4

United States Information Agency
National Council for International Visitors

IdeaNet 98 - International Data Exchange Access Network

International Data Exchange Network; Patent Pending 60/415,346

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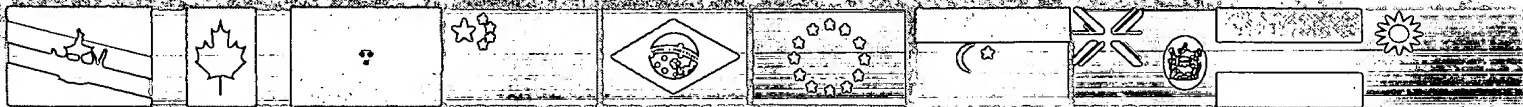


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IdeaNet98 - International Data Exchange Network Small Business Patent application claims the benefits of US Provisional Application No. 71/15,245 on 01/06/99.

The file of this patent comprises at least one drawing executed in color. Copies of this patent with color drawing(s) will be provided by the US Patent and Trademark Office upon payment of the necessary fee.

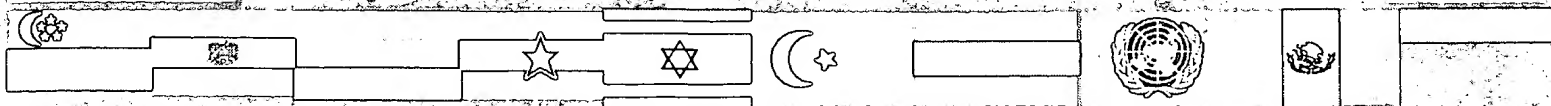
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United States Information Agency's
National Council for International Visitors

IdeaNet 98 - International Data Exchange Access Network

International Data Exchange Network, Patent Pending 60/115,245

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HAMMES ADVERTISING, INC.

896 SOUTH DIXIE HIGHWAY, CORAL GABLES, FLORIDA 33146-2674, TELEPHONE (305) 667-1199, FAX (305) 667-0440

September 12, 1996

Ms. Rosa O'Neill, M.S., Executive Director
MIAMI COUNCIL FOR INTERNATIONAL VISITORS
MDCC-Wolfson Campus, 300 NE 2nd Avenue, Suite 1602
Miami, FL 33132

Ref.: Marketing Package: Design, Production and Printing

Dear Rosa:

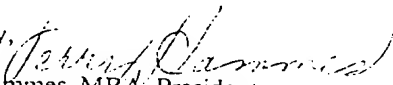
Enclosed please find the prices and specifications which I have prepared following our meeting yesterday. As we discussed, Hammes Advertising is prepared to produce the material listed (to be done at one time only), in consideration for a lifetime Corporate Membership and credit on the brochure and newsletter as the sponsor.

The scope of services we will provide as appropriate on each piece as follows: Creative, layout, graphic design, copywriting, typesetting, pre-press production, and management oversight on the printing per our quote. The value of such a package is about \$7500.00. We charge about \$3000 for a brochure, about \$1500 for stationary packages, \$1500 for logo/masthead design, about \$3000 for a newsletter typically. However, for certain not-for profits we select each year, we donate these services. Plus we aren't adding the customary ad agency commission of 17.65%. If you want us to do the newsletter (One 8.5" x 11", 2-sided, self mailer, using the shells we are proposing) the price would be \$350.00, with printing in addition. If you want us to print it on our laser printer (400-500 copies), we would charge only for the cost of a laser cassette monthly, \$89.99 inclusive of sales tax). Scope of Services for the newsletter would be Edit provided copy, design, layout, scan photos, provide proofs by fax, provide diskette or camera ready art, handle printing with any one of our vendor sources or do it in house as determined.

In the past we have provided our work pro bono in this arrangement for The Greater Miami Chamber of Commerce's Leadership Miami (4-c membership brochure), Miami Youth Museum (1993 and 1994 Annual Reports, "Caring for Kids" all 4-color), the Ponce de Leon Development Association (4-color brochure, 1-color membership directory), NAWBO & SBA (National Association of Women Business Owners/Small Business Association) 1987 Tri-County Trade Mart, and finally, as a paid account: (\$50,000 annually from 1986 to 1988) BASF: Builders Association of South Florida as the Editor and Publisher of their monthly newspaper, *Newswire*.

We spoke of a Lifetime MCIV Corporate membership. If the design and proposal are acceptable, please award me the membership most commensurate with the work provided pro bono. As you know, I have been peripherally involved with MCIV for several years. I look upon this membership as a way to become more involved, and as a little house promotion. I can also anticipate further involvement to the degree as my commitment to the MYM, should this move forward. Enclosed are samples of the above referenced public service work.

Sincerely,


Terry Hammes, MBA, President
HAMMES ADVERTISING INC.



HAMMES ADVERTISING, INC.

896 SOUTH DIXIE HIGHWAY, CORAL GABLES, FLORIDA 33146-2674, TELEPHONE (305) 667-1199, FAX (305) 667-0440

Sept. 12, 1996

To: Rosa O'Neill, M.S., Executive Director, Miami Council for International Visitors

From: Terry Hammes, Hammes Advertising Inc.

Ref.: Miami Council for International Visitors/QUOTE

Quantities: 1M all, except blank second sheets, which are 500

Scope: LH, B/C, #10's, 12 x 9 brochure folded to 4 x 9, invitations

Colors: All two color PMS, tentatively PMS 206 and Gray or PMS 300 Blue or PMS Green

Printing: Laser Thermography on all except brochure

Stock: Classic Crest or Classic Laid 24# (Antique or Gray stock color to be determined)

- 1) Letterhead: 8.5 x 11" Logo w/ registration and screen top corner, logotype and address across top Board of Directors, Board member names and their companies down left side "Tag" line across bottom of page: \$162.00
- 2) Business Card: Same logo copy on face per standard layout with full bleed 30% screened halftone photo to be run as background - COMPOSITE BLUELINE PROOF required prior to approval. \$153.00
- 3) LH second sheets: 500. Blank and please figure with just logo (by masking off existing plate and running just the logo in the one top left corner). \$19.00 / Printed 2/c: \$94.00
- 4) 10# Envelopes: Logo, logotype and address in usual top left reading position, plus "Tag" line across bottom left. \$192.00
- 5) Brochure: 2/2 -- 12" x 9" folded to 4x9" Two halftones FOLDED (one on each side, minimums). Must conform to direct mail micron requirements (8pt. or 10pt cover? to match color of stationary stock package to be determined). ALSO price w/ Black as 3/2.
2-color 2/2: \$477.00 3-color: 3/2: \$647.00
- 6) Invitations: 2/1 -- Please price sets of 250 and 500 (set: Invites and envelopes w/ return address printing, can be same plate as #10, without the "tag" line at bottom -- but run on back flap) 4 x 6: Logo & logotype on front cover of invite, address on back cover of invite).
Invitations: 250: \$155.00 500: \$212.00
Matching Printed 2-color envelopes: 250: \$75.00 500: \$87.00
- 7) Newsletter Shells: 2/1 -- Masthead, 8 x 11" top 2" to 3" one side only (for newsletter). \$185.00

Plus sales tax

Oct. 1, 1996

To: Alex Miller, MCIV President
Fax: 883-11191. Tel: 887-2383
cc: Rosa O'Neill, Executive Director, MCIV

From: Terry Hammes, MBA., Hammes Advertising

Ref. MICV Membership Development Brochure
Copy: Draft #2

Headline: **Miami Council for International Visitors**

Inside
Head: **Your Passport to become a
Volunteer International Diplomat**

Mission Statement

The Miami Council for International Visitors, founded in 1959, facilitates the bringing together of prominent leaders from around the world to the visit the South Florida region. MCIV develops programs with local business, academia and government to educate our foreign guests while strengthening the bonds of commerce and democracy.

History: The USIA Umbrella.

Under the auspices of the United States Information Agency and the US embassies world-wide, the Miami program is one of over 100 participating cities in the US. In the past 55 years, over 100,000 foreign participates have come to this country. The

process of candidate selection is an informal one -- there is no application process. The individuals or organizations selected are chosen by US information Agency, often with the assistance of public, private and not-for-profit organizations in the home country on the basis of professional achievement and accomplishment in their fields of endeavor. A wide range of demographic, ethnic and cultural differences is emphasized in the selection process. The individual candidates help develop their own US programs. Here in the US, the volunteer host escorts the guests to meetings, events and locations according to the agendas developed to reflect the guests' personal and professional goals and objectives. Travel, hotel and expenses of the international visitor are in part or fully underwritten by the United States Aid for International Development and the United States Information Agency.

A World of Interests

The Miami Council for International Visitors seeks to match our international guests with persons of like interests and avocations to meet and exchange ideas in their professional capacities at their place of business; and in their homes (a key element of the hosting program which is emphasized). Through such informal exchanges, long-term business and personal friendships can develop, while a quiet understanding of democracy flourishes.

ICIV visitors represent the global economy, including:

Banking & Finance
International Trade
Cultural Affairs
Economic Development
Energy
Small Business & Entrepreneurship
Environment & Waste Management
Health Care
Drug Prevention & Interdiction
Advertising & Media
Public Policy
Real Estate Planning & Development
Manufacturing Management Training
Municipal Government Privatization
High Technology
Tourism
Immigration

Miami Council of International Visitors works closely with governmental organizations, foundations, educational institutions and private parties to promote goodwill on behalf of the United States.

USIA (US Information Agency) handles issues relating to cultural and governmental affairs, while USAID (US Aid for International Development) has jurisdiction over business development. There is intra-agency and multilateral cooperation on sectors

which cross over, such as in the facilitation of cooperative economic ventures involving public and private sectors of the native country.

Who should participate in MICV?

The Miami Council of International hosting committee is geared towards professionals, business leaders, families and students - virtually anyone with an interest in foreign affairs is encouraged to join. The prospective member fills out a questionnaire describing personal, educational and professional interests. This data is maintained on database. The visitors are then "paired" with appropriate hosts according to the responses provided on members' questionnaire

The annual membership is nominal, and the focus is on short-term hosting.

A potential MCIV Member could be interested in:

- Business development in foreign countries
- Formulating a broader understanding of global politics
- An appreciation of international culture
- Seeking ways to develop foreign language skills
- Entertaining or attending parties
- Meeting current and future leaders
- International affairs
- Representing Miami as a volunteer international diplomat

Printed with the financial assistance of the Bureau of Education
and Cultural Affairs of the United States Information Agency

Brochure courtesy of Hammes Advertising Inc., Coral Gables, FL

MICIV

Miami Council for International Visitors, Inc.
at Miami Dade Community College, Wolfson Campus
100 NE 2nd Avenue, Room 1412
Miami, FL 33132
Tel.: 305-379-4610 / Fax: 305-379-4615

List of officers and term. TO COME

Brochure credit and lifetime corporate membership in lieu of financial
compensation has been committed to by Ms. O'Neill)

Illustrations: A poor quality globe was provided. I would really like
to suggest the adaptation of the USAID round logo with flags in
middle instead of the globe. (See page 13 of the Building
International Bridges / USIA Brochure for logo -- I can re-draw it if
in original B&W is not available).

still need a good global map in which to add the spots
delineating the countries and cities that the program is or has
operated (in the US and abroad). I also strongly believe that a
good candid shot of people having fun at a party (representing
hosting") would provided the strongest selling message -- that

his group is about people, culture, hosting and fun. At this time, that image and message are missing. (And one picture showing is definitely, in this case, worth a thousand words.) If you concur, I can obtain an excellent and suitable "stock" photo from the Visitors and Convention Bureau. I'd select a generic one from the Summit of the Americas.

The people shot would be in addition to the one of the bayfront skyline/Bayside Park & Marina currently planned. We need people--as that is what this is about!!! Please advise...

ROSA: I still need the list of officers and Board of Directors (WITH COMPANY AFFILIATIONS)

Sincerely,

Terry Hammes 667-1199/Fax: 667-0440

HAMMES ADVERTISING, INC.
ADVERTISING / MARKETING / PUBLIC RELATIONS
896 South Dixie Highway, Coral Gables, FL 33146-2074
Telephone: (305) 667-1199; Fax: (305) 667-0440; E-Mail: Hammes Ads@ AOL.COM

February 21, 1997

James Pollock, Deputy Director, Office of International Visitors
United States Information Agency
301 4th Street, SW
Washington, DC 20547

VIA FAX: 202-205-0792

Ref.: Business Plan for revamped Miami Council for International Visitors

Dear Jim:

I would like to have your and the MCIV Board of Directors endorsement/approval or comments leading to approval before my meeting with Imation on Wednesday morning. Thus far, I have sent the Business Plan only to Rosa O'Neill, who thinks it's "brilliant(!)." Since I haven't heard from you yet, I have decided to forward this corrected (of typos) version to the MCIV Board of Directors. I had originally told them I would do that first anyway. Please don't forget to forward the Meridian Group paper work we discussed.

Please find a preliminary outline regarding the business concepts we discussed during your visit to Miami. The flow of information to come will follow in this order:

- 1) Confidentiality agreement pertaining to Data Base R&D development
- 2) If signed immediately, then the matrices illustrating exactly how the proprietary program will function will follow, otherwise;
- 3) Brochure copy amended to reflect approved concepts contained herein (third draft to incorporate language of NCIV and USIA provided copy.)
- 4) Stationary and Logo designs as they develop.
- 5) Any comments, changes, et al can be sent piecemeal for incorporation.

Business Plan for Miami Council for International Visitors

New Mission Statement approved by Board of Directors on February 12, 1997.

Miami Council for International Visitors Mission Statement

The Miami Council for International Visitors, founded in 1959, facilitates the global exchange of internationally prominent people to visit the South Florida region. MCIV develops programs with local business, academia and government to promote knowledge and understanding while strengthening the bonds of commerce and democracy.

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Objective: Restructure Miami Council for International Visitors and expand the mission and participation in MCIV. Take over the role of the Hospitality Centers, increase numbers of hosting of our foreign guests and generate funding sources in the business community through the creative leveraging of local and federal dollars. The new emphasis will be to garner significant corporate and community support by positioning MCIV as the "gateway" to the Federal government for access to international trade clients and to a proprietary data base of information (to be developed by Hammes Advertising privately) for the purpose of economic development benefiting the community, member organizations, academia and US interests abroad.

I. Restructure Board of Directors: Develop matrix

- a. Defined roles
- b. Create Organizational Chart
- c. Organize sub-committees
- d. Set objectives
- e. Approve strategic plan (5-year
- f. Set timeline for short-term goals

II. Implement Outreach Program for Membership

- a. Develop brochure with new strategy
- b. Increase budget for printing and mailing to account for vastly increased distribution schedule; leverage through organizations wherever possible.
- c. Disseminate to key Civic, governmental and quasi-governmental agencies and organizations:
 1. Beacon Council with over 400 corporate members
 2. Chamber of Commerces with over 20,000 members: Airport West, Chamber South, Coconut Grove, Coral Gables, Greater Biscayne Boulevard, Greater Miami, Greeter Miami Shores, Hialeah Chamber & Commerce & Industry, Hialeah/ Miami Springs/ North Dade, Homestead, Florida City, Key Biscayne, Miami Beach, Miami Dade Miami Springs, North Dade, North Miami Beach and Women's Chamber of Commerce.
 2. Metro-Dade Government: the Mayor and 13 Commissioners with \$200,000 each in discretionary funds. Rosa O'Neill has confirmed today that has set up an entre with Mayor Penelas to consider: a) obtaining possible funds, or but, more importantly, getting him to become our "Honorary". This program fits neatly into his well known plans for higher, national office.
 3. City of Miami
 4. Leadership Miami
 5. National Association of Women Business Owners
 6. CAMACOL (Latin Chamber)
 7. North-South Center /University of Miami
 8. MDCC
 9. FIU
 10. LBA/HABDI
 11. South Florida Builders Association

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12. Miami Press Center
13. Cultural Organizations: Ballet, Theater, Film Society, Opera, Philharmonic
14. The Judiciary and other elected officials: Local, State and Congressional levels
- d. Target the top 500 businesses in Miami.. Suggest the purchasing /donation CD ROM of "The Book of Lists" for target companies and mailing labels to start.
 1. Banks
 2. Media
 3. Tourism
 4. International Trade
 5. Others

III. Leverage Institutional and Community based support

- a. Miami Dade Community College and Dr. Eduardo Padron as Patron. Perhaps Dr. Padron will be Vice Chairman.
 1. Obtain students to be greeters in interim period, phase into permanent relationship as part of MDCC International Program tied to college degree (could be a formal student internship program, for credit.)
 2. Office and telephone space donation
 3. Web site address and server donation
 4. Web site expense underwriting to tie into with our data base of information.
 5. Computers, copiers and other office equipment (in place).
- b. Academia: Potential tie-in with University of Miami's North-South Center to facilitate Congressional funding and long-term federal support. Secure a tie in with Hawaii's East-West Center to promote linkage between the N-S-E-W axis of international trade and diplomacy. Also liaison with FIU and St. Thomas University (which recently (in past 2-3 years) established a Human Rights Institute.) STU has arguably the most diverse by country origin of number of students from abroad.
- c. Develop a program which utilizes the foreign and domestic press for MCIV and NCIV program PR distribution. Collaterally, leverage the association to obtain the \$30,000 annual grant or funding mentioned as possibility. Develop an annual PR schedule whereby the International Press Center "assists" (but not prepare press releases) on a monthly or event oriented budget and time frame for domestic and international distribution including the Media (Consumer, Business and Trade press) in formula for Corporate Market sponsorship of ad space and PR support in lieu of fees. There are about 20 qualified print and electronic (TV only) media in Miami.
- d. Offer some sort of "Trade Out" for Memberships to build cross-organizational participation and conserve fee based purchasing of reciprocal Memberships in all of targeted organizations in exchange for Membership.

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IV. Develop Model Prototype Database in support of new strategic focus on business and economic networking. This program will be developed and made available to members per this Business Plan following an accepted formula to be determined. This program is copyrighted by its developer, © 1997 Hammes Advertising Inc. whose concepts will result in a privately developed and or funded program, ultimately to be comprised of programming, software and hardware. It is the author's intention to donate the result for usage by the Miami group, while retaining all intellectual property rights and any future marketing rights as the author's private exclusive. The author agrees to pay a total of 3% of gross to NCIV/ MCIV (50%/50% split suggested) as royalty on any future revenue (with a contract and non-disclosure statement regarding same to come prior to program development and implementation.)

- a. Generate strategic business alliances with interested corporate entities for development: Software, Hardware, Data Storage and Web site server companies for R&D participation, with the promise of future product sales and intermediate marketing exposure as remuneration.
- b. Develop marketing program
- c. Develop necessary hardware, software and requisite pricing
- d. Market the availability of data to Members
- e. Tie database into National Association CIV, USIA and USAID for profiles of visitors, a key word sort feature, program profiles and cities participating to generate stateside corporate and civic interest, membership participation and revenues resulting from increased program participation.

V. Generate New Revenue Stream

- a. Through reposition of the corporate amenities, create and market new corporate membership categories.
 - 1) \$25,000 Combination of cash and in kind contributions
 - 2) \$10,000 In kind or combination
 - 3) \$5000 Cash, or in kind service match
 - 4) \$250 Corporate membership, or in kind service match
 - 5) \$100 Small business category, or in kind service match
 - 6) \$75 Family membership, or in kind service match
 - 7) \$ 50 Individual Membership, or in kind service match
 - 8) \$25 student; or 20 hours of Airport Greeting following training program in lieu of paid membership.
 - 9) Create a National Sponsor category (\$100,000 or in specific amounts above that figure) for companies like HP, Imation, Seagate and others to convince them to allocate significant recourse to the development of web q site in anticipation of future sales and marketing exposure to be derivative of their R & D support now while program is in development. I can create a Media package on all of the above which could include logos on stationary or newsletters as well as web site "ads" vis a vis each home page for a "wrapper".
- b. Solicit funds from Metro-Dade Commissioners. Previously scheduled for April. Go forward with collateral package as tool. *Reinstate paid*

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staff programming from these funds. (Are these acceptable expenditures?)

- c. Create demand from organizations to "generate" visitors through our data base and networking capabilities. Agree (via contract with USIA or NCIV) on an appropriate remuneration schedule for locally based visitors who ultimately end up in the NCI; USIA, US-AID pipeline.
- d. Reorganize the "Meet & Greet" functions, along with translation and other Center functions and services under a new private company, per the Meridian Group model. Act as sub-contractors to MCIV or whatever appropriate paying agency is responsible for payment

VI. Reposition MCIV in marketplace

- a. Explain interface between "volunteer diplomats" (I prefer using "the civilian arm of USIA and USAID) and how it works to influence public policy.
- b. ****Priority: Cultivate Business**
 - 1. Corporate benefits:
 - 2. As "feeder system" and as the "Gateway" to "access" to the federal program an US embassies and Missions abroad.
 - 3. Corporate memberships and sponsorships: Mission statement to be marketed in presentations and in brochure along with other benefits.
 - 4. Stress corporate and individual tax benefits as 501 (3c).
 - 5. Develop a system of financial credits for room nights, meals, shopping and other approved international visitor activities where traditionally, the NCIV visitor uses either USIA or USAID cash or its American Express Debit Card. Using whatever method, the like dollars generated through "trade-out" supplied by MCIV's corporate sponsors will be credited for cash to MCIV. Agreement of this issue and a formula (I suggest a 1:1 ratio) is, by far the most essential "selling tool" which we would do to generate substantial corporate support because the participating firms can be described to you as a great negotiating and leveraging tool for all parties concerned.
 - 6. Develop a system of financial credits where *Miami-generate CIV or member generated* business (visitors) when said member or MCIV generated participants in the program are accepted and upstreamed to NCIV or any appropriate governmental agency.
 - 7. Tie into other networking sources by computer and reciprocal agreement; for example: ultimately write off the donations at par value, while generating a serious "Avails" system of in kind goods and services (used in the Advertising/Media industries):
 - a. The London office of the Florida Department of Commerce
 - b. Florida Trade Data Bank
 - c. Private research (i.e., my Brazilian client for whom the research is the economic cornerstone of the "value added" benefits to be developed as a key sales pitch for MCIV membership.) I also have a reciprocal relationship with an Ad agency is in England currently inactive) that was facilitated by the London office of the Florida Department of Commerce. This group has developed a major computerized database which I

Please advise. In the mean time, I will begin today to input the Confidentiality Agreement, Matrices and Royalty Agreement. Your interim approvals as we go (like this) will go a long way to convincing both prospective donors, MCIV targeted members and myself of the likelihood that our vision here is endorsed as the path to success for this organization.

Sincerely,

Terry M. Hammes, MBA, President

Terry Hammes, MBA, President

HAMMES ADVERTISING INC.

cc: Board of Directors, Miami Council for International Visitors, Sherry Mueller,
Executive Director, National Council for International Visitors, Imation, Motion
Trading Co. Inc., John M. Thomson, Esq.

FROM: Panasonic FAX SYSTEM

PHONE NO. :

Feb. 21 1997 02:35PM P1

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"xp? ,? 'px'p' ,xorg?"

MCIV BOARD OF DIRECTORS 1996-1997

✓ **PRESIDENT**

Alex Miller
D.C.P.S.

✓ 11703 N.E. 11th Pl. 255 CALEN DR.
Biscayne Park, FL 33161 #3 H
H: 361-9305 W: 887-2383 Key Bisc.
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✓ **HOME HOSPITALITY**

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Fax: 625-6069

6:55
9:18

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F) 673-7772

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H: 251-7087

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Miami, FL 33056
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Fax: 626-0501

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90

✓ **MEMBERSHIP DIRECTOR**

Connie Davis
2347 N.W. 84th Street
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W: 759-6511 Ext.201
Fax: 759-7639

✓ **SECRETARY**

Valentina Lamont
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593-6691

✓ Nat'l Council IV
Sherry Mueller
1420 K St. NW #800
WASH DC 20005-2401
202-842-1414

PAZ
202
289-462

FROM 2022000702 USIA

DATE: 21 JUL 99 15 11 EST 19 99/NO 4260820005 P 2

Terry

TABLE OF CONTENTS

USIA: TELLING AMERICA'S STORY TO THE WORLD

The Importance of Public Diplomacy, USIA's Mission, USIA Overseas: USIS, USIS Post Operations, Public Affairs Officer, Information Officer, Cultural Affairs Officer, Foreign Service Nationals, USIA in Washington, USIA's Bureaus and Offices, Area Offices

INTERNATIONAL BROADCASTING

Voice of America, VOA Programs, VOA News, Worldnet Television and Film Service, Worldnet's Reach, Worldnet's Programs, Broadcasts to Cuba

INFORMATION ACTIVITIES

The Wireless File, Publications, Foreign Press Centers, U.S. Speakers Programs, Search America, Professionals-in-Residence, Teleconference Programs, Exhibits

EXCHANGES

The Fulbright Program, International Visitors, Citizen Exchanges, Youth Exchange, Programs for Building Democratic Institutions

EDUCATIONAL AND CULTURAL PROGRAMS

Overseas Libraries, Binational Centers, Book Programs, English Teaching, Study of the United States, Arts America

RESEARCH ACTIVITIES

Research, Foreign Attitudinal Research, Audience Surveys, Foreign Media Analysis, Program Evaluation Research

OTHER USIA ACTIVITIES

Oversight Activities, Congressional Committees, Advisory Committees, U.S. Advisory Commission on Public Diplomacy, Advisory Board for Cuba Broadcasting, J. William Fulbright Foreign Scholarship Board, Cultural Property Advisory Committee, Private Sector Committees

USIA'S HISTORY

Beginnings, USIA's Recoginization, Inexorable Transformation

FROM 2022040700 001A

DATE 01 11 97 14 37ZST 11 35/NO 426072000 P 0

1993 Publication

THE IMPORTANCE OF PUBLIC DIPLOMACY

The rapid and remarkable events that have changed the world in the last decade demonstrate the appeal of democratic principles and free market economies. Historic breakthroughs in Europe, Asia, Africa, Latin America and the former Soviet Union testify to the importance of communications and the value of public diplomacy as a force for freedom and democracy.

The work USIA does abroad is often called public diplomacy. Unlike traditional diplomacy, which is conducted at the government-to-government level and often out of public view, public diplomacy is an open communications process intended to foster government-to-people and people-to-people contacts and understanding.

USIA'S MISSION

□ Create and strengthen personal and institutional ties between the U.S. and other countries — increasing mutual understanding and international stability;

□ Assist in building democracy and in developing free market economies;

□ Promote and administer educational and cultural exchange programs in the interest of improving foreign relations and cross cultural understanding.

□ Explain U.S. policies in ways which make sense to vastly differing foreign audiences;

□ Present American society in all its complexity so that others can understand the context of U.S. actions;

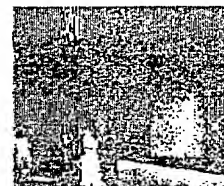
□ Advise the President, the Secretary of State, members of the National Security Council and other key officials on the implications of foreign opinion for present and contemplated United States policies; and

□ Conduct negotiations on educational and cultural exchanges with other governments.

USIA OVERSEAS: USIS

We are known abroad as the United States Information Service (USIS). Our work is carried out by foreign service officers assigned to USIS posts in U.S. embassies or missions in over 100 countries. USIA employs more than 4,000 Americans and foreign nationals overseas.

Personal contact is one of our most effective means of communicating with foreign audiences. Our personnel overseas are on the frontlines explaining U.S. foreign policy and American society and culture to leaders in government, the media, academia, and other fields. Foreign service officers identify participants for U.S. exchanges and assist with private sector educational and cultural and large programs. They also report



Patrons gather in front of the American Cultural Center in Dakar, Senegal.

FROM 2022050792 USIA

(PRI) 2. 7. 97 19:37/ST. 19:35/NO. 4260323805 P 4

back to Washington about foreign public opinion on U.S. policies. Our offices, which we refer to as "posts," are an integral part of the U.S. Diplomatic Mission in each country.

USIS Post Operations

The principal USIA foreign service positions at an embassy overseas are: Public Affairs Officer, Information Officer, and Cultural Affairs Officer. Host-country employees with special skills are members of the USIS staff in nearly all countries.

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interactive satellite TV teleconference, linking local journalists with U.S. government officials or other American specialists in the United States.

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FROM 2022050792 USIA

(PRI) 2. 7. 97 19:35/ST. 19:35/NO. 4260323805 P 1

February 7, 1997

MEMORANDUM TO: HANNES ADVERTISING - Terry Hannes, President

FROM: E/V - James C. Pollock

SUBJECT: NCIV Mission and Motion

Terry,

Thanks so much for the tour of Coral Gables and its restaurant scene. It was a very nice conclusion to a hectic, but I thought constructive day. I believe the team building exercise was valuable and hope the Board will continue the discussion of prospects and possibilities at its February 12 meeting. I sent a note to Alex today, and will follow with some explicit suggestions in response to his direct query for a clarification of USIA expectations. As we discussed, it is structure, stability, access, design and vision that USIA was looking for initially, and from which we believe productive program matches and benefits will flow. NCIV, if properly managed, could be the broker for numerous matches between visitor concerns and specialization and Miami interests and resources with both national

and local importance. On that basis, it could attract fee for service remunerations that would support staff and activities far surpassing the number of International Visitors USIA sends. Certainly, I was impressed by the wealth of opportunities which exist in the business, government and intellectual sectors if MCIV had the vision and motivation to exploit them. It would require the organizational, management, and promotional skills called for in the 1993 Fund Raising Feasibility Study, commissioned during Gary's Presidency, and the 1993-1997 Strategic Plan, prepared by Lucy Puella-Capone. Times have changed, and a successor generation must look beyond the paltry assistance USIA can provide financially. It calls for new vision, not Mambo Kings. Your brochure and spirit may start the shift. Gary's ideas may have found their time as well. I hope so, and I hope the May general meeting can provide the basis for a jump start. The following 7 pages from 93, 94 and 96 on Mission at USIA will be indicative of our own evolution and may help in formulating language for the brochure and the Board. If I can be of other assistance, please let me know. Thanks. Jim

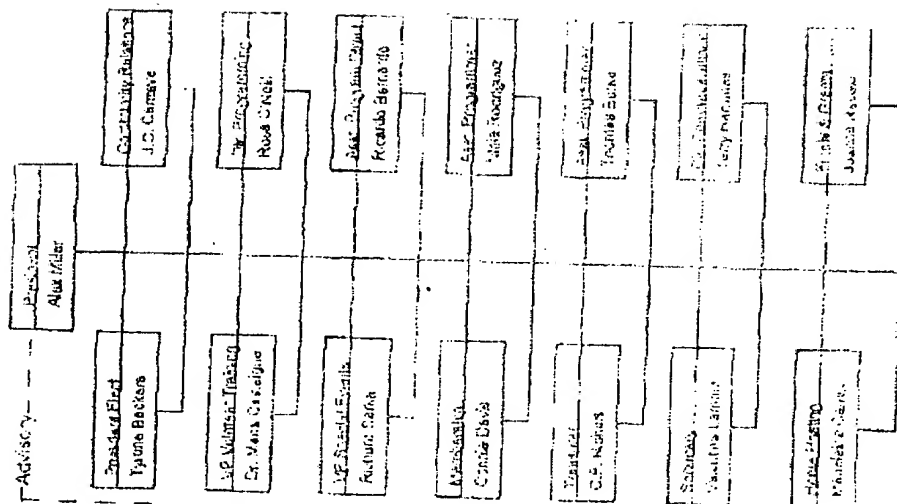
Greater Miami Council for International Visitors
Organizational Chart January 17, 1997

GMCIV Board of Trustees

Name	Representation
Comm. Willy Gort	Miami
Martha Diaz Perez	Miami Beach
Don Slesnick	Coral Gables
Jose Caragot	Hialeah
Comm. Javier Souto	Metro-Dade County
Sherry Tross	Univ. of Miami/North-South Center
Dr. Jorge Salazar	Florida International University
TBA by Dr. E. Padron	Miami-Dade Community College

GMCIV Business Advisory Board

Name	Business Affiliation
Marta Visser	VP Beacon Council
Frank Coco	Frank Coco Realty
Grant Gravitz	Tel Air Interest, Inc.
Amb. Charles Cobb	Pan Am Airways
Jerry Goodman	Retired
Justin Moss	Florida Grand Opera



January 17th, 1997

Ms. Lula Rodriquez
Director of the
Office of International Visitors, USIA
301 4th Street SW, Room 255
Washington, D.C. 20547

Dear Lula:

I was very pleased to receive, on January 8th, a copy of your December 18th letter to Dr. Sherry Mueller, which listed your concerns about the capability of the MCIV Board and its programming, as well as, comments on your request that MCIV form a partnership with a respected, well managed institution in the community such as, Miami-Dade Community College or the Beacon Council.

Outlined below are the actions taken by the MCIV Board of Directors, related to your concerns, since we received the first two installments of your commitment of \$37,500 for the year of 1996-1997 of the Community Support Grant, supporting the programming for USIA sponsored International Visitors.

Board of Directors Capability

The attached organizational chart reflects the current organizational structure of MCIV. In order to strengthen the capability of the board and its ability to provide growth and outstanding programming, home hospitality, airport greetings, and other required activities; the following improvements to the Board and MCIV structure have been implemented by the Board of Directors.

- The name of the Miami Council for International Visitors has been changed to reflect the diversity of Metro-Dade County to include cities that are involved in the process of programming for International Visitors. The name of the council is now: **Greater Miami Council for International Visitors.**
- As indicated by the chart, an eight member Greater Miami Council for International Visitors (GMCIV) Board of Trustees representing the larger Metro-Dade cities and Universities has been created. The Trustees represent Coral Gables, Miami, Hialeah, Miami Beach, Metro-Dade, Miami-Dade Community College, Florida International University, and the University of Miami.

The purpose of the Board of Trustees will be to provide vital community contacts for the best possible programming for International Visitors. The Trustees will serve as an advisory group for the GMCIV and will greatly enhance the coordination of programs and future fund-

Page 2
Ms. L. Rodriguez
January 17, 1997

raising. Our objective is to have Trustees who are very close to the city mayors and other government officials.

- We have established, in addition to the Board of Trustees, a Business Advisory Board. We feel that this group is extremely important since they will be instrumental in strengthening the Business community support and fund-raising efforts for various GMCIV projects. Our objective is to seek at least eight Business committee members to help secure business and local government funding to pay for additional GMCIV expansion and activities.

The attached organizational chart reflects the current makeup of the GMCIV Board of Directors and the responsibilities and assignments of each member. Several new Board Members have been added to enhance Board capabilities. They are:

- Joanne Revelo has been added as Director for Funds and Grants. Ms. Revelo's vast experience has involved her in both the public service and private non-profit sectors of fund raising.
- Rosa O'Neill has been appointed to the Board of Directors to act as Director of Programming in a full time paid capacity. Rosa O'Neill has a Masters Degree in Management and as a Board Member will be better able to coordinate all programming activities with the Board and to receive the assistance she requires.
- Ricardo Bernardo has been invited to serve as a member of the Board and be a volunteer Assistant Program Director.
- We have also appointed to the Board, Mr. Thomas Burke who will assist Rosa O'Neill as a volunteer Assistant Programmer.
- Nibia Rodriguez has been added to the Board of Directors as a volunteer Programmer. She is well qualified and trained to assist Rosa O'Neill and the Board with programming.
- Valentina Lamont has agreed to become a Board Member and to act as Secretary. She is an attorney with legal secretarial experience.
- Terry Hammes has been added to the Board as Director of Communications. She is a well known professional advertising agent with an MBA.

I believe that the improved 15 member Board of GMCIV, with the assigned responsibilities listed, will carry out their responsibilities in a very satisfactory manner and I am fully committed to replace any board member who does not carry out assigned responsibilities.

Page 3
Ms. L. Rodriguez
January 17, 1997

Programming Capabilities

The Board of Directors believes that GMCIV is fully capable of handling approximately 400 visitors in 1997 (a comparative number to the Reception Center's 1995-96 productivity report). We base this on the following:

- Rosa O'Neill, as a full time paid Program Director for GMCIV, is fully capable based on prior programming achievements and experience. She has already programmed 30 programs for USIA and 35 for USAID and other governmental and non-governmental agencies during the last year with satisfactory results and with no complaints that we are aware of to date.
- Richard Mendez is a paid part-time (approx. 25 hours per week) Assistant Programmer. He is an instructor at Miami-Dade Community College. He was trained by Ricardo Bernardo and has been performing programming activities very satisfactorily for the past 3 months.
- Ricardo Bernardo has been invited to serve as a member of the Board and to utilize his programming experience from his recent four month assignment with the GMCIV to help guide its programming activities.
- Tom Burke, a retired Vice-President of Sales of a major Chicago firm, was trained as a Programmer at the Planetarium session and has agreed to join the Board of Directors and assist Rosa O'Neill as a volunteer Assistant Programmer.
- Nibia Rodriguez, now a Board Member, was trained as a Programmer in Washington and will be assisting Rosa O'Neill with programming and special events.
- Barbara Marks, an old time member of the Detroit CIV, is experienced in programming and will also assist Rosa O'Neill as a part-time volunteer Programmer.
- Allegonda (Gonny) Van Der Broek, a retired Programmer for the International Monetary Fund (IMF), was trained at the Planetarium session and will be assisting Rosa O'Neill as a part-time volunteer programmer.
- Ellen Edwards, also trained at the Planetarium, is a professional Dietician and has volunteered her afternoons to assist Rosa O'Neill with programming.
- We will add and train programmers who could not attend the Planetarium session but who have continued to express an interest in our organization.

Based on the above eight paid and volunteer programmers and their capabilities, the Board of Directors believe that we are fully capable of preparing programs in an efficient and

Page 4
Ms. L. Rodriguez
January 17, 1997

professional manner for International Visitors coming to Miami. All future programs, once completed, will be faxed to your office for your review, critique, and feedback, as desired. The board will also be reviewing these programs to make certain they meet the high standards you expect.

MCIV Should Form a Partnership

The Board of Directors met and do not agree that a partnership/merger with any other Miami community organization is justified or desirable at this time.

- The Miami Council for International Visitors has been an independent organization since 1959 and is well recognized and entrenched in Miami and the Metro-Dade area. Merging with an organization would probably lead to losing that identity.
- We do not feel that it is necessary to merge with another organization in order to provide USIA with solid professional assistance from this organization. Each program that we prepare is somewhat unique and if information is needed from Miami-Dade Community College, from a local municipality, from a local business, from the Trustees or Business Advisory Board, or other community organization (such as the Beacon Council, etc.) GMCIV programmers will contact and coordinate the program item needed to successfully prepare that program.

I feel we have advanced from August to the present in a significant manner. It is my strong belief, based on the above, that the GMCIV Board of Directors is fully capable of supervising the preparation of programs for USIA sponsored International Visitors and other required functions and request that you release the \$8,375.00 installment of the previously agreed to support grant of \$37,500; which is a major cost reduction when compared to the operation of the closed USIA Miami Reception Center.

I would be pleased, as per your request, to work with Dr. Sherry Mueller and you to form a revised, agreeable strategy for the GMCIV which will meet your objectives if the above planned outline is not acceptable.

Sincerely,

Alex Miller
President

cc: Dr. Sherry Mueller
Mr. Bruce Buckland

Enc.

February 3, 1997

Mr. Jim Pollock
Deputy Director USIA
301 4 Street, S W
Washington, D.C. 20547

Dear Jim:

Please accept my sincere thanks for your recent visit to Miami to attend our "Team Building" Workshop and for expressing to us your concerns and need for additional information relating to our request and subsequent release of the USIA Community Grant's third installment of \$8,375, as well as future funding.

Outlined below and in the attachments are the clarifications and additional information which I hope will assist you in better understanding our progress and capabilities in the GMCIV.

1. Goals and Goal Achievement Concerns

Attached as Exhibit I is a listing of the GMCIV Oct. 96 - Sept. 97 (FY 97) goals and the excellent progress we believe we have made in meeting your USIA objectives of diversity, programming, meets & greets, volunteer training and others, as we understand them. These goals support our FY97 budget which will be submitted February, 18 to NCIV.

2. Partnership Request

You expressed concern that in our January 17 letter, GMCIV stated that a partnership/merger was not desirable at this time. As I discussed with you, we understood that Lula was recommending in her letter that MCIV give up its identity and form a partnership/merger with another organization. Our letter of 17 January listed our thoughts on that assumption. We are not against seeking partners to assist in programming, providing office space, funding assistance, and other such help. In fact Miami-Dade Community College has been a partner for sometime providing office space, utilities and other assistance. We are also in continued communication with MDCC Administration to explore future projects.

3. The Mission Statement, Exhibit II, you requested.

A proposed Mission Statement is attached for your review and approval. Please advise of any desired changes.

(more)

Page.2
February 3, 1997
Mr. J. Pollock

I believe the attachments, comments above and our letter of January 17, 1997 should provide sufficient information to satisfy your concerns.

Please contact me if you desire to further discuss these issues before making a decision on release of the \$8,375 third installment. A decision is needed soon so that the status of GMCIV Programming for USIA can be clarified.

Respectfully,

Alex Miller
President GMCIV

cc: Ms. Lula Rodriguez
Dr. Sherry Mueller
Mr. Bruce Buckland

EXHIBIT I

Miami Council for International Visitors

Goals - October 1996 - September 1997 (FY 97)

Goal 1

Assume program preparation for USIA sponsored Miami International Visitors by December 1, 1996.

Progress Achieved

A goal has been accomplished. Rosa O'Neill has been appointed as the Program Director and will devote 95% of her time to programming. Richard Mendez was recruited and has received programming training and is working about 30 hours per week on a paid basis. Six part-time volunteer programmers have been recruited and trained and the MCIV is now preparing programs for USIA Visitors. (See page 3 of a letter dated January 17, 1997 to Lula Rodriguez for additional details).

Goal 2

Improve diversity of MCIV Board of Directors as requested by USIA, by April 1, 1997.

Progress Achieved

Goal mostly achieved. Six new board members with excellent diversified experience backgrounds were recruited to fill predetermined Board of Director's responsibility assignments concerning programming, fund raising, communication and other areas. (See page 2 letter of January 17, 1997 for additional details).

Goal 3

Create and publish an improved brochure outlining the mission and services of the Miami Council for International Visitors by May 1, 1997.

Progress Achieved

Board Member Charlie Nichols, has prepared the written text and layout of an improved brochure covering new programming preparation and the objective of raising funds in the Greater Miami business community. The final editing and art work for the brochure is now being completed by board member Terry Hammes. Our target is to complete and have improved brochures available for distribution by May 1, 1997.

(more)

EXHIBIT I A

Goal 4

Prepare and distribute a monthly MCIV newsletter to members by March 1, 1997.

Progress Achieved

Richard Mendez has developed a computer-based newsletter format and the first newsletter is ready to be distributed, and will continue to be distributed on a monthly basis. Articles by Rosa'Neill, Alex Miller, and others as appropriate will be included. Goal has been achieved.

Goal 5

Establish fund raising targets and assign fund raising responsibilities to Board Members by February 1, 1997.

Progress Achieved

Board Member Richard Sarka, has been assigned Special Event Fund Raising and he will be assisted by Board Member Madeleine Carrillo and their fund target is \$6,000 less expenses. Board Member Joanna Revelo has been assigned an initial target to raise \$1,000 from corporate memberships and \$2,500 from local city and county government. Our objective is to increase these amounts after the improved brochure is available.

Goal 6

Secure additional and updated computer equipment for the MCIV office by December 31, 1996.

Progress Achieved

As a result of MCIV's request, USIA has provided a second updated computer and a new essential printer was purchased by MCIV. The office now has two working computers which provide adequate resources for both program preparation and administrative workloads such as accounting and essential correspondence.

Goal 7

Recruit 48 additional members to provide a larger core of volunteers for home hosting and programming and other required MCIV services by September 30, 1997.

Progress Achieved

30 new members have been recruited since October 1, 1996 and a target of 100 total paid members has been established for September 1997.

(more)

EXHIBIT I B

Goal 8

Assume responsibility for all Miami International Airport "Meets & Greets" for arriving USIA sponsored International Visitors by October 1, 1996.

Progress Achieved

The Meet and Greet function at MIA has been completely achieved by MCIV and the system is operating smoothly at this time.

NOTE: Goals Progress Report to be reviewed and approved by Board of Directors at February 12 meeting.

GMCIV
2/3/97

EXHIBIT II

Greater Miami Council for International Visitors
Board of Directors proposed

MISSION STATEMENT

The Greater Miami Council for International Visitors first mission is to provide program preparation for USIA sponsored International Visitors arriving in Miami and also to Meet and Greet these visitors at Miami International Airport. The GMCIV's second mission is to provide Home Hosting if desired by USIA and other governmental agency International Visitors through its network of volunteer GMCIV members in order to provide cultural exchanges between US citizens and citizens of foreign countries.

NOTE: Based on Board of Directors input at Team Building Workshop, February 1, 1997. To be approved by Board of Directors at the February 12 meeting.

GMCIV
2/3/97



National Council for International Visitors

February 7, 1997

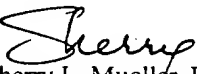
Terry Hammes, President
Hammes Advertising, Inc.
896 S. Dixie Highway
Coral Gables, FL 33146-2674

Dear Terry,

What a pleasure to meet you and participate in the Team-Building/Strategic Planning session with you and other members of the MCIV Board of Directors last Saturday. Your work on the brochure is truly impressive. I very much appreciated your suggestions regarding NCIV's new folder and your offer to help when we get to the brochure development stage. Your ability to keep the "big picture" in mind as you focus on the creative details of effective public relations is to be applauded. I am delighted that you identify with the MCIV/NCIV mission and are willing to devote time and effort to that endeavor.

As promised, I enclose an extra Pocket Directory (Please feel free to call individual CIVs for information--you will find them remarkably helpful.), preliminary National Conference Program, and background on NCIV. I would be pleased to review the draft of the brochure if that would be helpful. With the exception of annual leave the last two weeks of February, I plan to be in the office continuously between now and the Conference. It would be great to have the opportunity to welcome you to Washington. Meanwhile, thank you and best wishes.

Sincerely,


Sherry L. Mueller, Ph.D.
Executive Director

cc: Jim Pollock, USIA
Olive Sampson, USIA
Alex Miller, MCIV
Rosa O'Neill, MCIV
Bruce Buckland, Chair, NCIV
Margaret Dockery, Board Member, NCIV



National Council for International Visitors

BACKGROUND

The National Council for International Visitors (NCIV) is a network of 26 nonprofit program agencies and 99 community organizations across the United States. For more than 35 years, NCIV members have offered training, professional programs, and home hospitality to international visitors and students.

The International Visitors served by the NCIV network are participants in the U.S. Information Agency's International Visitor Program and other international exchange programs, as well as guests of local governments, corporations, universities, medical and research centers, and other professional organizations. In serving USIA's distinguished International Visitors, NCIV's program agency and community members work together to provide short-term professional and cultural programs for the visitors, who are prominent leaders in business, academia, the arts, science, agriculture, politics and the media.

USIA's International Visitor Program, described by U.S. Ambassadors as "one of the most effective foreign policy tools of American diplomacy," has welcomed foreign leaders and specialists for more than 55 years. Last year the IV Program served 4,500 foreign delegates. Its distinguished alumni include such individuals as Margaret Thatcher, Anwar Sadat, Giscard D'Estaing, Indira Gandhi, Julius Nyerere, Oscar Arias Sanchez and F.W. deKlerk, as well as many other decision-makers in a wide range of professional fields. NCIV members have served as USIA's private sector partners in the implementation of the International Visitor Program since its inception.

NCIV community organizations (frequently referred to as Councils for International Visitors, or CIVs) are supported by thousands of volunteers. These individuals practice "citizen diplomacy" by arranging professional and cultural programs for the visitors, serving as professional resources, opening their homes for dinners and homestays, and serving on boards of directors. Through the relationships they develop with international visitors, these citizen diplomats expand the cultural and business connections of their community across the globe. At the same time they develop enduring international friendships.

The NCIV national office, located in Washington, D.C. serves as the NCIV network's central contact point for information, training, grants and other services to members and to the international education and exchange community. Each year NCIV celebrates *International Visitor Month* with commemorative events and "Back to School with International Visitors," classroom visits to build U.S. citizens' knowledge of geography and international expertise essential to compete effectively in a global economy.

FROM 2022050792 USIA

(FRI) 2. 7 '97 19:35/ST. 19:35/NO. 4260323S05 P 1

February 7, 1997

MEMORANDUM TO: HAMMES ADVERTISING - Terry Hammes, President
FROM: E/V - James C. Pollock JP
SUBJECT: MCIV Mission and Motion

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FROM 2022050792 USIA

Terry

(FRI) 2. 7. 97 19:36/ST. 19:35/NO. 4260323805 P 2

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FROM 2022050792 USIA

(FBI) 2 7 97 19:37/ST. 19:35 NO. 4260323805 P 3

THE IMPORTANCE OF PUBLIC DIPLOMACY

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In many countries, particularly large ones, we operate USIS posts outside the capital city, called branch posts. Our overseas operations also include libraries and reading rooms, cultural centers, Voice of America relay stations, and service centers for printing, exhibits, and program support.

Public Affairs Officer

The Public Affairs Officer (PAO) is responsible for managing the embassy's information and cultural activities. The PAO is the advisor to the ambassador and other embassy officials on foreign public opinion, the media, education, and cultural affairs. He or she oversees the work of the Information Officer and Cultural Affairs Officer.

Information Officer

On a typical day, the Information Officer (IO) might organize a press conference for a visiting U.S. official; an interview for a local journalist with the U.S. Ambassador; or a live WORLDNET

interactive satellite TV teleconference, linking local journalists with U.S. government officials or other American specialists in the United States.

The IO works with the media and serves as the embassy's spokesperson with the local press. He or she issues press releases and works to place USIA materials in local newspapers and on local radio and television programs. The IO explains U.S. policy and publicizes embassy activities. He or she also helps American press, radio, and TV staff working in the country, and arranges press conferences and briefings for journalists and American citizens visiting the country.

Cultural Affairs Officer

On a typical day, the Cultural Affairs Officer (CAO) or the CAO's staff might counsel students seeking information on U.S. university study programs; process Fulbright exchange grants to scholars leaving to study, lecture, or do research in the United States; work with university and host government officials to identify exchange opportunities for American academics; make arrangements for an American musician to teach a master class to local music students; or accompany the ambassador to a local library or binational center to present a collection of books about the United States.

FROM 2022050792 USIA

(PRI) 2. 7' 97 19:38/ST. 19:35/NO. 4260323805 P 5

International Visitors

Each year through the International Visitor (IV) program, we bring approximately 2,600 current and potential foreign leaders to the United States. They meet and confer with their professional counterparts, and experience our country firsthand. We also give program assistance to an additional 2,500 individuals who visit the United States at their own or their governments' expense.



Photo credit: Griffith J. Davis

International Visitors gather around the bronze statue at Abraham Lincoln's grave site in Springfield, Illinois.

Participants in the International Visitor program are nominated by U.S. embassies. They are established or potential foreign leaders in government, politics, media, education, science, labor relations, the arts and other fields. They travel to different regions of the country, where volunteer community organizations plan their schedules and offer home hospitality. Many of these organizations are members of the National Council for International Visitors.

Hundreds of former IVs have risen to important positions in their countries. Among the alumni are more than 130 current and former chiefs of state and heads of government. Some of the most prominent include:

- ☐ Margaret Thatcher of Great Britain,
- ☐ Toshiki Kaifu of Japan,
- ☐ F.W. de Klerk of South Africa,
- ☐ Willy Brandt of Germany,
- ☐ Anwar Sadat of Egypt, and
- ☐ Indira Gandhi of India.

Alumni also include more than 600 cabinet-level ministers and thousands of prominent figures among economic, cultural, educational, and media leaders worldwide.

FROM 2022050792 USIA

(FRI) 2. 7' 97 19:39/ST. 19:35/NO. 4260323805 P 6

*AMP505 12/16/94
AGENCY'S MISSION STATEMENT (5,150)

PAO

Dear PAO:

The Director, in his September 15, 1994 PAO letter, gave us a shorthand version of the Agency's mission. He wrote:

"It is the mission of the United States Information Agency to understand, inform and influence foreign publics in promotion of the national interest; and to broaden the dialogue between Americans, their institutions, and counterparts abroad."

The Director continued to say, "There are longer formulations of our mission statement, but integral to them is the essential fact that our existence as an agency rests on two key premises:

(1) That foreign public opinion is important and that we should work to understand it (with the hope that our understanding will be a factor in policy formation;) to seek to inform others about American life and values, policies and interests as a nation; and if possible, eliminate misperception and move others to action in ways that serve our national interest.

(2) That mutual understanding born of people-to-people communication matters, and that we should serve as a facilitator to bring Americans and their academic and other nongovernmental sector institutions into substantive contact with influential counterparts abroad through exchanges and other programs."

The Director has asked me to pick up the dialogue he began with you on refining and restating the Agency's mission. over our forty year history, USIA has had three presidential mission statements, which I attach for your reference. The dialogue in which we are now engaged should lead to a new presidential mission statement appropriate for USIA in the twenty-first century. We invite your active participation.

WHAT IS A MISSION STATEMENT?

A mission statement should be a living constitution. It is a compass; not a road map. It should embody deeply held values and be based on timeless principles. It is not an inventory of existing products and services; it is not turf driven. It is not derived from contemporary -- and therefore potentially shifting -- policy priorities. The goal of a mission statement is to focus on the purpose of the organization in such a manner that it generates understanding and commitment within the organization as well as external support.

What follows are some considerations of our work which may help lead us to a new formulation of our mission.

USIA'S HISTORIC FUNDAMENTAL PURPOSES

1. To explain/advocate U.S. policies in terms that are credible and meaningful in foreign cultures;

FROM 2022050792 USIA

(FRI) 2. 7. 97 19:40/ST. 19:35/NO. 4260323305 P 7

2. To provide information about the U.S., its people, values and institutions;
3. To build lasting relationships and mutual understanding through the exchange of people and ideas;
4. To advise on foreign attitudes and their implications for U.S. policies.

POLICY ADVOCACY IN A CHANGING CONTEXT

Because of the fundamental American respect for the opinions of mankind, we feel compelled to engage foreign publics and governmental representatives in dialogue about policy issues advocated by the United States government. We share our ideas, ideals, knowledge, and aspirations in hopes of arriving at some level of mutual understanding.

We believe that in an increasingly democratic world, public opinion plays an ever greater part in the formulation of governmental policy. This compels us to articulate our policies, values and intentions to broader foreign publics in the hope of generating understanding, if not support, for our actions.

We also recognize that our foreign policy concerns have expanded from military/security issues to economic, environmental, and humanitarian issues. Larger segments of our own and foreign societies will be engaged in the policy discussion as a result. Economic issues are domestic political issues everywhere. Solutions to global environmental and humanitarian problems will not come without international public awareness and cooperation.

American global leadership now depends on our ability to mobilize other nations for collective action. This cannot happen unless we effectively advocate our views to foreign publics.

To that end:

We attend to the mass media, including U.S. press abroad, as they attempt to bring information about U.S. foreign policy initiatives to the world's people. State Department spokesmen and American embassy spokesmen the world over articulate, clarify, and espouse American policies.

We ensure that foreign journalists, politicians, and academics and others, directly and through their institutions, have access to American policy makers and information through the maintenance of foreign press centers in the United States, interactive media technology, and overseas resource centers. We put special emphasis on supporting information officers in the field and on their personal contacts fostered by exchanges and speaker programs.

We make available quickly to key decision-makers full transcripts and official texts of all significant executive and congressional statements, speeches, hearings, and press conferences.

FROM 2022050792 USIA

(FBI) 2. 7 '97 19:40/ST. 19:35/NO. 4260321805 P 3896
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II. MISSION STATEMENT AND GOALS

After much discussion and many revisions, the E/V RWG approved the following mission statement for the International Visitor Program:

The International Visitor Program increases mutual understanding and cooperation between the United States and other countries in support of U.S. foreign policy goals. By bringing current and emerging leaders in the government and the private sector to the United States for firsthand experiences, the IVP provides opportunities for international linkages with counterparts in communities nationwide.

To further define and guide the forward movement of the IVP, the E/V RWG drafted the following goals:

- *To develop quality programs that further U.S. foreign policy goals in the areas of government, politics, business and trade, media, education, environment, labor relations, and the arts;*
- *To facilitate, in cooperation with U.S. missions abroad, the establishment of linkages between U.S. experts and key foreign leaders through opportunities for meetings and consultations on shared professional interests and through cultural interactions; and*
- *to promote global mutual understanding between communities across the United States and the people of other nations.*

The working group hopes that these goals will further the work of the IVP by building on and strengthening relationships that already exist. We believe that these goals will also help forge new relationships which will advance American foreign policy interests and improve the international awareness of and benefit the American public. The new structure devised by the E/V RWG will enable these goals to be pursued and achieved.

Public Diplomacy Abroad

ISIA, known as USIS abroad
is staffed by career Foreign Service Officers at
US embassies abroad or mission in over 160
foreign countries. The work of public diplomacy
- unlike traditional diplomacy which is given
by ~~the government~~ ^{staff} people outside of the public
arena, public diplomacy ~~is~~ ^{is} an open
communication with the press, media, including
US journalists abroad in the interest of
US foreign relations.
Just as the ~~global~~ ^{global} ~~democratic~~ ^{democratic} ~~the~~

RECEIVED: 17 JULY 1984; REVISED: 18 SEPTEMBER 1984; ACCEPTED: 1 OCTOBER 1984

PHD

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[illegible]

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FROM 2022050792 US1A

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- Anwar Sadat of Egypt, and
- Indira Gandhi of India.

Alumni also include more than 800 cabinet-level ministers and thousands of prominent figures among economic, cultural, educational, and media leaders worldwide.

FROM 2022050792 US:A

UNITED STATES PATENT AND TRADEMARK OFFICE

back to Washington about foreign public opinion on U.S. policies. Our offices, which we refer to as "posts," are an integral part of the U.S. Diplomatic Mission in each country.

USIS Post Operations

The principal USIA foreign service positions at an embassy overseas are: Public Affairs Officer, Information Officer, and Cultural Affairs Officer. Host country employees with special skills are members of the USIS staff in nearly all countries.

In many countries, particularly large ones, we operate USIS posts outside the capital city, called branch posts. Our overseas operations also include libraries and reading rooms, cultural centers, Voice of America relay stations, and service centers for printing, exhibits, and program support.

Public Affairs Officer

The Public Affairs Officer (PAO) is responsible for managing the embassy's information and cultural activities. The PAO is the advisor to the ambassador and other embassy officials on foreign public opinion, the media, education, and cultural affairs. He or she oversees the work of the Information Officer and Cultural Affairs Officer.

Information Officer

On a typical day, the Information Officer (IO) might organize a press conference for a visiting U.S. official; an interview for a local journalist with the U.S. Ambassador; or a live WORLDNET

interactive satellite TV teleconference, linking local journalists with U.S. government officials or other American specialists in the United States.

The IO works with the media and serves as the embassy's spokesperson with the local press. He or she issues press releases and works to place USIA materials in local newspapers and on local radio and television programs. The IO explains U.S. policy and publicizes embassy activities. He or she also helps American press, radio, and TV staff working in the country, and arranges press conferences and briefings for journalists and American citizens visiting the country.

Cultural Affairs Officer

On a typical day, the Cultural Affairs Officer (CAO) or the CAO's staff might counsel students seeking information on U.S. university study programs; process Fulbright exchange grants to scholars leaving to study, lecture, or do research in the United States; work with university and host government officials to identify exchange opportunities for American academics; make arrangements for an American musician to teach a master class to local music students; or accompany the ambassador to a local library or binational center to present a collection of books about the United States.

FROM 2022050792 USIA

(FRI) 2. 7 '97 19:37/ST. 19:35/NO. 4260323805 P 3

1993 Publication

THE IMPORTANCE OF PUBLIC DIPLOMACY

The rapid and remarkable events that have changed the world in the last decade demonstrate the appeal of democratic principles and free market economies. Historic breakthroughs in Europe, Asia, Africa, Latin America and the former Soviet Union testify to the importance of communications and the value of public diplomacy as a force for freedom and democracy.

The work USIA does abroad is often called public diplomacy. Unlike traditional diplomacy, which is conducted at the government-to-government level and often out of public view, public diplomacy is an open communications process intended to foster government-to-people and people-to-people contacts and understanding.

USIA'S MISSION

- ☐ Create and strengthen personal and institutional ties between the U.S. and other countries — increasing mutual understanding and international stability;
- ☐ Assist in building democracy and in developing free market economies;
- ☐ Promote and administer educational and cultural exchange programs in the interest of improving foreign relations and cross cultural understanding;

☐ Explain U.S. policies in ways which make sense to vastly differing foreign audiences;

☐ Present American society in all its complexity so that others can understand the context of U.S. actions;

☐ Advise the President, the Secretary of State, members of the National Security Council and other key officials on the implications of foreign opinion for present and contemplated United States policies; and

☐ Conduct negotiations on educational and cultural exchanges with other governments.

USIA OVERSEAS: USIS

We are known abroad as the United States Information Service (USIS). Our work is carried out by foreign service officers assigned to USIS posts in U.S. embassies or missions in over 130 countries. USIA employs more than 4,600 Americans and foreign nationals overseas.

Personal contact is one of our most effective means of communicating with foreign audiences. Our personnel overseas are on the frontlines explaining U.S. foreign policy and American society and culture to leaders in government, the media, academia, and other fields. Foreign service officers identify participants for U.S. exchanges and assist with private sector educational and cultural exchange programs. They also report



Patrons gather in front of the American Cultural Center in Dakar, Senegal.

FROM 2022050792 USIA
**Information
Agency**

WASHINGTON DC 20547-0001

(THU) 2:13:97 20:33/ST. 20:36/NO. 4260323346 P 3

February 11, 1997



Mr. Alex Miller
Director
Northwest Transportation Center
Dade County Public Schools;
President
Council for International Visitors of Greater Miami

Dear Alex,

Thank you so much for the hospitality GMCIV extended to me over the February 1 weekend. I found both the Saturday workshop and afternoon discussion very informative. You and Gary Rovin were equally generous with your time on Sunday. I greatly appreciated that opportunity for further discussion. The issues that were raised on both days should provide a full and lively agenda for your February 12 Board meeting. That meeting will be critical as part of a follow-on to the session Peter Diehl facilitated, and to the items enumerated in your letter of February 3 which Rosa was kind enough to expedite to me.

In that respect, I'd like to be clear on a couple of issues: GMCIV is an autonomous member of the National CIV network. As such, it is you and your Board who are responsible for structuring a Mission Statement, annual goals, and long-range strategic plans to define and guide the organization. Mission statements change and evolve over time, as do the purposes and operations of any organization. While Miami is a vital city for the International Visitor Program, and hence of keen interest to us, it is up to GMCIV to establish its identity, purpose and solvency within the community at large. We would like to see it active, well-respected and financially self-supporting. That was our interest in recommending partnerships which could make available to GMCIV the energies of representatives of established Miami institutions.

Best of luck as you move ahead in addressing issues facing GMCIV. I was impressed by the rich opportunities Miami offers to match the interests and resources of the city with the concerns and specialties of our international visitors. I look forward to seeing GMCIV at the forefront of that activity.

Sincerely,

James C. Pollock

James C. Pollock
Deputy Director,
Office of International Visitors

cc: GMCIV Board
Dr. Sherry Mueller, NCIV

FROM : Panasonic FAX SYSTEM

PHONE NO. :

Feb. 11 1997 11:31AM P1

Miami Council for International Visitors

PROGRESS REPORT

December 11th, 1996

INTRODUCTION

The purpose of this report is to describe the progress of the Miami Council for International Visitors (MCIV) in its new role of programmer/greeter for International Visitors of the United States Information Agency.

The goals that the Board has for MCIV are:

1. To identify and train a team of volunteer programmers who will mirror the diverse community of Miami.
2. To establish a working system for the assignment of USIA International Visitors as they are greeted at the airport.
3. To increase the ranks of MCIV host families.
4. To strengthen the organization's board by assigning specific roles to its existing board members.
5. To recruit a Board of Trustees for the purpose of fundraising and creating community visibility.
6. To institute committees of volunteers to carry out:
 - a) member recruitment
 - b) fund raisers
 - c) special events
 - d) corporate participation

These committees will be chaired by Board Members.

BACKGROUND

This report is structured with an emphasis on the future. Although the obstacles of the past have been considered in identifying the challenges we now face, it is by meeting these challenges (listed below) that we will be able to achieve the aforementioned goals.

(more)

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Feb. 11 1997 11:31AM P2

2

CHALLENGE #1

It is the duty of the present board to re-establish the historic predominant role of MCIV in the community.

ACTION TAKEN:

1. Re-define the mission - A Board retreat is scheduled for February 1st. Dr. Pete Diehl from Miami-Dade Community College, Center for Business and Industry will be the facilitator. This is following up on NCIV Board Member Margaret Dockery recommendations.
2. A comprehensive marketing plan must emerge out of this retreat.
3. Establish a Board of Trustees - We have started to recruit community leaders to form this board. Primarily, we will request Dr. Eduardo Padron, or whomever he may assign, to chair same. Individuals being approached include Grant Gravitz, Promoter for the Miss Universe Pageant; Ambassador Charles Cobb, Pan American Airways; Frank J. Cobo, Lobbyist; and Gerald Goodman, Board of Directors for Jefferson Bank.

CHALLENGE #2

1. Increase membership.

ACTION TAKEN:

1. Board membership reflects a healthy ethnic breakdown. Each board member has committed to recruit 5 new members. Those new members will be asked to recruit new members also.
2. Future events will all have a provision requesting members to bring prospective members.

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Feb. 11 1997 11:31AM P3

3

3. Participation in community events and organizations.

- a) Miami Women's Political Caucus
- b) Sister Cities of Dade County
- c) Partners of the Americas
- d) Junior League (in progress)
- e) Rotarian of NW Dade, Alex Miller was a speaker
- f) Miami Committee on Foreign Relations (in progress)

4. Establishing a membership committee, chaired by Ms. Connie Davis.

CHALLENGE #3

Redefine the role of membership.

ACTION TAKEN:

- 1. Attract and retain members who will be actively involved in programming. First recruiting effort was made through a newspaper article featuring Alex Miller as "Volunteer of the Month." *Addendum I* has the list of new recruits.
- 2. A training session has been set for November 19th at the Planetarium. Trainers will be Ricardo Bernardo, Nivia Rodriguez, and Rosa O'Neill.
- 3. Newsletter to past members highlighting the role of a programmer and training. For a rough draft see *Addendum II*.

Caveat: This role of programmer has to be handled with extreme care as an abundant number of trainees become available, an equal number of international visitors must also be directed to Miami. Otherwise, we will be confronted with the same problems of the past where members did not renew their interest due to a lack of hosting activities.

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Feb. 11 1997 11:32AM P4

4

CHALLENGE #4

Publicity has to highlight two angles:

1. The international visitors.
2. The Miami community interested in international affairs.

ACTION TAKEN:

1. MCIV is generating a press release about each International Visitor of special interest to the community.
 - a) The Miami Herald, Neighbors Section, Business Monday Supplement
 - b) The New Times
 - c) Miami Today
 - d) Channels 4, 6, 7, 23, & 51

This has already resulted in coverage for International Visitors Month. There was a newspaper story on Uruguayan Congressman Daniel Corbo's visit to a local school, *see Addendum III*.

Through saturation, MCIV will establish itself as a newsworthy organization. However, as Miami is already recognized as an international arena where international visitors are not uncommon, becoming newsworthy may be difficult.

2. The MCIV members in themselves will generate news. Alex Miller has had coverage. Each member event of the future will generate press releases. *See Addendum IV*.

CHALLENGE #5

Membership has not had the incentive of regular, attractive events that would evoke their loyalty to the organization.

ACTION TAKEN:

The following events have taken place:

1. A reception for a Parliamentary Delegation from South Africa, by Mr. & Mrs. Siplin.
2. A reception for a Delegation of South African Mayors, by Ms. Connie Davis.

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Feb. 11 1997 11:32AM P5

5

3. International Visitors Month Reception (September 20th - Miami Herald).
4. A reception for the "Environmental Action" Latin American Group.
5. A reception for the Latin American Group, "Women in Political and Social Activism" co-hosted with the Miami Chapter of the National Women's Political Caucus.
6. Welcoming of the three Mayors from Mozambique by Mayor Alex Penelas.
7. Reception for the "Immigration Policy" Danish Delegation, headed by the Minister of the Interior.

Following are some of the events under consideration:

1. Theatre night series.
2. Seminars co-hosted with Partners of the Americas (in progress).
3. Speakers at Miami-Dade Community College (to be proposed to Dr. Padron - letter of request sent).
4. Christmas Party, December 16 at the home of Dr. Maria Castaigne.
5. Annual Event: Several alternatives are being considered.

ADDITIONAL ACCOMPLISHMENTS:

1. Development of Miami-Dade Community College relationship. Enclosed is a copy of a letter sent to Dr. Jose Vicente reiterating key elements of a previous meeting. See *Addendum V*.
2. A complete, new accounting system in place.
 - a) Monthly financial statements
 - b) Automated payroll
 - c) Grant control and analysis
3. Monthly publication of "Networking Opportunities".
4. Additional staff hired.
5. A new member, Ms. Joanna Revelo, has agreed to chair the fundraising committee. See *Addendum VI*.

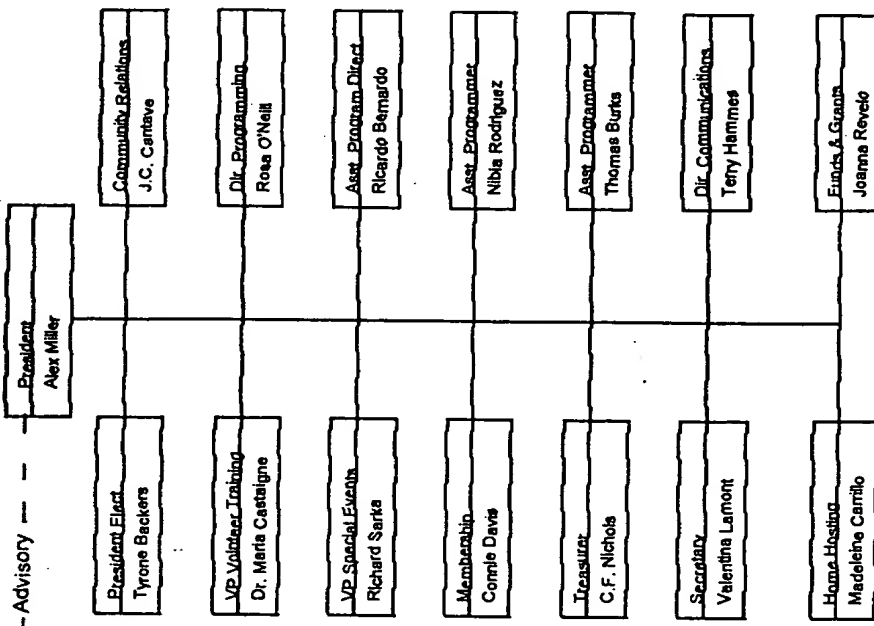
Greater Miami Council for International Visitors
Organizational Chart January 17, 1997

GMCIV Board of Trustees

Name	Representation
Comm. Willy Gort	Miami
Martha Diaz Perez	Miami Beach
Don Slesnick	Coral Gables
Jose Caragol	Hialeah
Comm. Javier Souto	Metro-Dade County
Sherry Tross	Univ. of Miami/North-South Center
Dr. Jorge Salazar	Florida International University
TBA by Dr. E. Padron	Miami-Dade Community College

GMCIV Business Advisory Board

Name	Business Affiliation
Maria Visser	VP Beacon Council
Frank Cobo	Frank Cobo Realty
Grant Gravitz	Tel Air Interest, Inc.
Amb. Charles Cobb	Pan Am Airways
Jerry Goodman	Retired
Justin Moss	Florida Grand Opera





HAMMES ADVERTISING, INC.

896 SOUTH DIXIE HIGHWAY, CORAL GABLES, FLORIDA 33146-2674, TELEPHONE (305) 667-1199, FAX (305) 667-0440

February 13, 1997

Mr. Jim C. Pollock, Deputy Director
Office of International Visitors
United States Information Agency
301 4th Street, SW
Washington, DC 20547

Via Fax: 202-205-0792 / 2 pgs.

Ref.: Business Plan for Miami Council of International Visitors

Dear Mr. Pollock:

At the meeting last night, it began to look like the MCIV Board was going to approve the language of the Mission Statement the group sent to you on Feb. 3, 1997. It was at that point I spoke up and told the Board that you and I had spent many hours in discussion of the strategic direction of the MCIV. I then read your cover letter, spoke of USIA's own evolution, per your faxed mission statements. I discussed my rough Business Plan outline and matrices I drew showing the inter-relationships of Miami organizations in support of the concepts I had presented at the Saturday Retreat and in our conversations.

I made it very clear that I did not want to do anything formally without the Board's support, which I ended up receiving unanimously. In fact, they gave me a round of applause, which I thought was kind of surprising. They also approved in principal my strategic direction, subject to review via fax by the Board for submission to you. I tried to explain the things we spoke about, the shifting of everyone's missions, and how if we respond to it properly, we would again enjoy USIA's support. This morning Gary faxed his and your correspondence to my office for inclusion in the Plan.

They are so worried about the funds running out and having to let staff go this week, (effective the 15th of Feb.) in the wake of a series of programs that are coming, I believe the "Crisis Management" situation in evidence here is a case of "can't see the forest for the trees." To that end, I am writing to see if, based on the Board's tacit approval of all that we discussed, and pending my getting a preliminary draft for your review in a day or two while simultaneously submitting it to the Board, will you approve a couple weeks or a month extension so they can cover overhead, primarily consisting of Staff -- \$2200 per month (Rosa and two Assistants), on a one month basis while we get this together here?

I can have a preliminary by tomorrow or Monday at the latest as it is already drafted in long-hand. The other very significant concept I presented last night was an idea I thought of over the weekend in regard to the key component of my Plan -- the Web Site / access to data and our becoming the "gateway linkage to the Federal Government and rest of the NCIV system" we discussed, in terms of leveraged information technology.



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I am going to approach some of the corporate contacts that I have in connection to my Brazilian client we spoke of. I believe I may be able to convince them to in some way to participate -- in order to make this program a "model" for the rest of the country, in terms of hardware, software and tech support. What I would get out of the deal is the ability to use this equipment myself for my commercial purposes (per my client which led me to the contacts) and to have the equipment in my name on site here in exchange for developing this program. A key division head of 3M's Imation is coming through Miami shortly and I will discuss this with him once I get the other pieces approved in concept.

The only comments I have to add to Gary's correspondence are two: 1) I agree wholeheartedly with what he wrote; and 2) I would place a far greater emphasis on "in-kind donations." For example, The Miami Herald as a Corporate Sponsor @ \$10,000 will donate advertising space to implement our plan. The Miami Youth Museum receives fully 50% of its operating budget in in-kind contributions. You can get a lot more that way.

In closing, I am a little surprised by the turn of events, but I am going to run with it. I will also prepare some numbers based on in-kind support and new membership categories. Of course, all this effort by myself presumes that I will be able to continue to work with my friend, Ms. Rosa O'Neill, the Executive Director who the entire Board supports (She was endorsed at last night's meeting by acclamation in a motion tabled by Alex). We all feel she has been a tireless worker, who despite the lack of resources, has done an outstanding job. She, more than anybody in my opinion, deserves to be paid. I will address revenue sources to accomplish this in my suggested budget restructuring.

I think we're on the right track. I have prioritized this work due to the staff's funds expiring in two days. If you can do anything about it as a stop-gap measure, great. Once the Business Plan is somewhat finalized, I will send up the package I previously promised which shows the inter-relation of information technology as key to the success of the Plan.

The key Imation unit head I met when he was in Miami just called. I have now approached them and their participation is now going to be discussed in Minnesota, subject to a formal proposal. Obviously, I need to finish all the paperwork. I look forward to speaking with you soon.

Sincerely,

Terry M. Hammes, MBA, President
Hammes Advertising Inc.

cc: Gary Rovin, Alex Miller, Rosa O'Neill



HAMMES ADVERTISING, INC.

896 SOUTH DIXIE HIGHWAY, CORAL GABLES, FLORIDA 33146-2674, TELEPHONE (305) 567-1199, FAX (305) 567-0440

February 13, 1997

Ms. Sherry Mueller, Ph.D., Executive Director
National Council for International Visitors
1420 K Street, NW, Suite 800
Washington, DC 20005-2401

Via Fax: 202-289-4625 / 3 pages

Ref.: MCIV and recent developments

Dear Sherry:

I received your package today, following my faxing of the 2 pages attached to Jim Pollock. I am first focusing on the business plan, because with it, the structure, form and language of the brochure will then follow.

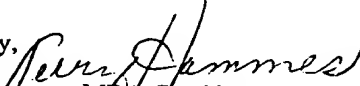
I wanted to reiterate my interest in attending the conference in Washington -- I'm not really sure who decides, how it's paid or how that it works.

In any event, the only other significant thing I wanted to mention, which came up in the Imation conversation, is my desire to create a marketable "prototype" which Imation (and/or others) and Hammes Advertising could offer through or to the very participants we are co-opting into the program locally and nationally, based on the eventual IT strategy.

I mention this because if we are successful in adapting the information technology model I am advocating -- eventually somewhere on down the line, this program will be a marketable commodity comprised of hardware, software and programming. This could conceivably be marketable to the 130 NCIV cities and the US embassies and Missions abroad. I have asked 3M's Imation consider this proposal from a PR and Marketing standpoint... again leveraged dollars. And collaterally, I want everyone to know that I am retaining the intellectual property rights to this work, in the event it ever does become a marketable commodity (which I truly think it can and will become). I am donating my time to do the work, but not the marketing or intellectual property rights the work represents, should there ever be a quantifiable product coming out of this effort.

I hope this is in accordance with accepted guidelines. It is exactly the same logic I hope to impart on *all* the corporate sponsors -- the idea of how they will profit from the associations we advocate in this capitalistic society. If there is anything in my correspondences you wish to discuss, please don't hesitate to call. I enjoyed our conversations at the Retreat, and I hope to see you in Washington in April.

Sincerely,


Terry Hammes, MBA, President
Hammes Advertising Inc.

cc: Jim Pollock, USIA; Gary Rovin, Esq., Past President, MCIV; Alex Miller, President, MCIV;
Rosa O'Neill, Executive Director, MCIV
enclosure

FROM 2022050792 U31A

(THU) 2 13 97 20:37/ST. 20:36/NO. 4260329846 P

TELEFAX MESSAGE



**U.S. INFORMATION AGENCY
301 4TH ST., SW - ROOM 255
WASHINGTON, DC 20547
PHONE (202/619-5217)
FAX (202/205-0792)**

FROM:

**JIM POLLOCK
DEPUTY DIRECTOR
OFFICE OF INTERNATIONAL VISITORS**

DATE: February 13, 1997

TO:

Terry Hammes
Hammes Advertising

SUBJECT:

Hammes-Pollock Letter of 2/13.

HAPPY VALENTINE'S

PAGE #1 OF 5

COMMUNITY SUPPORT GRANT
Organizational Budget

EXPENSES	FY96 CIV Actuals	FY96 Total Organizational Actuals	FY97 Projected CIV Budget	FY97 Projected Organizational Budget
Personnel Costs (salaries and benefits)	\$ 15,500	\$	\$ 42,274	\$
Operating Costs (rent, insurance, computers and other equipment, volunteer training and recognition)	\$ 2,829	\$	\$ 1,150	\$
Communications (telephone, postage, fax, e-mail)	\$ 4,267	\$	\$ 5,000	\$
Financial services (accounting, audit)	\$ 700	\$	\$ 1,500	\$
Consultants (specify length of time, salary and purpose for each)	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
	\$	\$	\$	\$
Supplies and Materials (including copying)	\$ 2,754	\$	\$ 3,000	\$
Additional Program Expenses (room rentals, buses, etc.)	\$ -0-	\$	\$ 1,000	\$
Staff Travel (specify)				
PR training Wash, RO & MC	\$ 368	\$	\$ 400	\$
NCIV Conv. in Wash/RO & LP	\$ 1,219	\$	\$ 1,200	\$
Region Meet. Char/RO & CN	\$ 1,280	\$	\$ 1,300	\$
Training in Wash /MP	\$ 150	\$	\$ 150	\$
Local mileage	\$ 72	\$	\$ 100	\$
Publications (brochures, newsletter, annual reports, etc.)	\$ -0-	\$	\$ 1,500	\$
Other (specify each line item)				
Storage Exp.	\$ 480	\$	\$ 480	\$
Special event/Entert. Exp	\$ 4,309	\$	\$ 5,000	\$
Greeters Exp.	\$ 7,913	\$	\$ 9,000	\$
Miscellaneous	\$ 96	\$	\$ 96	\$
	\$	\$	\$	\$
Programming commissions	\$ 8,055	\$	\$ 6,000	\$
	\$	\$	\$	\$
TOTAL EXPENSES:	\$ 49,992	\$	\$ 79,150	\$

Name of Organization: Miami Council for International Visitors

Treasurer's signature _____

REVENUE	FY96 CIV Actuals	FY96 Total Organizational Actuals	FY97 Projected CIV Budget	FY97 Projected Organizational Budget
Individual memberships and donations	\$ 2,076	\$	\$ 2,500	\$
Corporate memberships and donations	\$ -0-	\$	\$ 1,000	\$
Foundation awards and grants	\$ 4,297	\$	\$ 4,300	\$
Special fund-raising events	\$ 2,445	\$	\$ 6,000	\$
Local or county government	\$ -0-	\$	\$ 2,500	\$
State government	\$ -0-	\$	\$ -0-	\$
Federal grants (other than USIA Community Support Grant and other NCIV-administered grants)	\$	\$	\$	\$
NCIV-administered grants				
a. USIA Community Support Grant	\$ 20,750	\$	\$ 42,000	\$
b. National Conference Grant	\$	\$	\$	\$
c. Southeast Regional Meeting Grant	\$	\$	\$	\$
d. Communication/Technology Mini-Grant	\$ 1,970	\$	\$	\$
Program service fees	\$ 11,166	\$	\$ 8,000	\$
Speakers programs	\$ -0-	\$	\$ -0-	\$
Hotel/motel income	\$ -0-	\$	\$ -0-	\$
Interest income	\$ -0-	\$	\$ 250.00	\$
Other revenue (specify sources)				
Greeters Income	\$ 13,465	\$	\$ 13,500	\$
Travel Reimbursement for NCIV	\$ 2,086	\$	\$ 2,100	\$
Miscellaneous	\$ 826	\$	\$ 1,000	\$
	\$	\$	\$	\$
Operational Reserve Bal.	\$	\$	\$ -4,000-	\$
	\$	\$	\$	\$
Subtotal cash revenue	\$ 59,081	\$	\$ 79,150	\$
In-Kind Support (see worksheet on page 4 of this report form)				
Volunteer personnel	\$ 15,406	\$	\$ 15,400	\$
Other in-kind support	\$ 6,510	\$	\$ 6,500	\$
TOTAL REVENUE:	\$ 80,997	\$	\$ 101,050	\$

Name of Organization: _____

Treasurer's signature _____

of our expectations. As we discussed, it is structure, stability, access, design and vision that USIA was looking for initially, and from which we believe productive program matches and benefits will flow. MCIV, if properly managed, could be the broker for numerous matches between visitor concerns and specialties and Miami interests and resources with both national and local importance. On that basis, it could attract fee for service remunerations that would support staff and activities far surpassing the number of International Visitors USIA sends. Certainly, I was impressed by the wealth of opportunities which exist in the business, government and intellectual sectors if MCIV had the vision and motivation to exploit them. It would require the organizational, management, and promotional skills called for in the 1993 Fund Raising Feasibility Study, commissioned during Gary's Presidency, and the 1993-1997 Strategic Plan, prepared by Lucy Puello-Capone. Times have changed, and a successor generation must look beyond the paltry assistance USIA can provide financially. It calls for new vision, not Mambo Kings. Your brochure and spirit may start the shift. Gary's ideas may have found their time as well. I hope so, and I hope the May general meeting can provide the basis for a jump start. The following 7 pages from 93, 94 and 96 on Mission at USIA will be indicative of our own evolution and may help in formulating language for the brochure and the Board. If I can be of other assistance, please let me know. Thanks. Jim

FROM : ROVIN - OFFICE

PHONE NO. : 3056709994

FO:

Gary B. Rovin
• Attorney at Law •
9350 South Dixie Highway
Penthouse II
Miami, Florida 33156
• Tel: (305) 670-9994 •
• Fax: (305) 670-4533 •
• E-Mail: GROVIN1@AOL.COM •

FAX COVER SHEET

DATE: February 13, 1997 TO: Terry Hammes
OF: Hammes Advertising, Inc.
DISTANT FAX NO: (305) 667-0440
SUBJECT:

Total number of pgs - ⁹/₁, including this cover pg.

MESSAGE

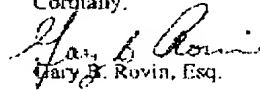
Dear Terry,

Good to see you last night. Your "energy" is obvious. Jim Pollock seems to be focusing on your "Washington-eye" expertise. As I mentioned to you, he has shared some thoughts with me, as well.

I think you will be the "sword-bearer" in this endeavor. Please find enclosed my thoughts to Jim and his reply. Use it to the extent you feel it carries weight.

If I can help in any way, (I still have a little energy left), call me.

Cordially,


Gary B. Rovin, Esq.

GBR:er

FROM : ROUTIN - OFFICE

PHONE NO. : 305-703-9994

PAGE

DRAFT

Memorandum on restructure of MCIV

DATED : FEB 7TH, 1997

1. To create a plan to structure a new Board ["Super"] of Trustees" for MCIV to be composed of major high level public/private sector interests in the community such as:

- a. Mayor Pinelas [Dade County Mayor - newly elected]
- b. Congresswoman Ileana Ross-Lehtinen
- c. Congressman Peter Deutch
- d. The Deacon Council
- e. Dade County Community College: Dr. Pedron, and
- f. Select Corporate groups.

The purpose of this plan of restructuring would be to encourage the USIA, NCIV and MCIV to work together to create a master plan that would "FIRST" approach Mayor Pinelas to gain his support for this noble and venerable community volunteer organization, the Miami Council for International Visitors. Prior to this meeting a complete demonstration marketing program should be developed to reveal to Mayor Pinelas the significance of this organization and the community good that it performs. This plan must be coordinated and supported by the local congressional representatives before approaching Mayor Pinelas:

That it be recommended that the Mayor be the Honorary Chairman of the [Super] Board of Trustees [this will also set a precedent for the future Mayors]. Once the Mayor's support is obtained, a recommendation that his office contact specific individuals in various key executive positions to gain their support for this organization. The Mayor could indicate how essential their participation would be for the good of Miami, a community service. This support structure is crucial and that it would be expected that a member of their organization play a major role on the New Super Board. Others in their organization may play an active role on the "working" Board of Directors, or in some capacity, to support the growth and the success of this citizen diplomat voluntary organization, a sister organization to the USIA. It is absolutely necessary for all the team members to participate in this "visible" support: USIA, NCIV and MCIV. The results of this endeavor, over a period of time, if managed properly, should be a new resurgent Miami Council for International Visitors.

This new Super Board of Trustees could be anywhere from 10 members , plus, of high executive caliber local individuals in political, public or private sector positions. They ought to be community visible people. This "Super Board" would then be advised as to the various types of activities that the MCIV would be involved in, and the Super Board would pass on its recommendation as to how these functions should be implemented.

One of the other functions of the Super Board would be to "raise contributions and funds" for the organization. For example, each member of the Super Board , such as: Sun Bank, The Miami Herald, Carnival Cruise Lines, Baccardi, etc. would be responsible for raising \$ 10,000. each, thereby creating a fund of \$ 100,000.00 plus. They in turn would encourage smaller sponsor organizations and/or associates who do business with them or associate with them to participate in MCIV as members and as junior sponsors

FROM : ROVIN - OFFICE

PHONE NO. : 305-3739994

P03

who may contribute smaller amounts. Each group would then be assigned quotas of memberships within their organizations and to appoint a resident agent for MCIV within their organization to coordinate the effort, thereby increasing and revitalizing the membership in MCIV.

MCIV must be able to demonstrate that "high level products" are available and of direct significant interest to the new sponsors, the Super Board members and to all of the members. These are: "the business opportunities, the networking opportunities, and the vast amount of cultural and economic exchange that would be positive for this community and for each individual involved.

These products (or opportunities), however, must be clearly enunciated in our marketing package. The board of directors, then over a period of time, would go through a transition that would be infused by personnel coming from the new organizations. This "working board", much like an executive committee, would report to the Super Board maybe once or twice a year on the activities.

One of the first functions of this Super Board would be to regain some kind of public sector credibility and notoriety! One of the quickest ways to accomplish this would be to advertise in some capacity to bring public attention to the MCIV. Budget dollars to advertise in the public arena as to who the MCIV truly is and what they do, I feel is vital. This would open up the membership to the general public. But this would come later after all the above elements have been put in place. By highlighting those behind the organization such as: Mayor Pinosan's office, Sun Bank, Barnett Bank, The Miami Herald, Carnival Cruise lines, and Burger King, [just examples] etc., volunteers would want to participate, thereby increasing the level of membership and participation.

Money must be budgeted for a very high profile executive director who would be the spear-head of the organization and directly reportable to the executive board and ultimately to the Super Board.

The key ingredient to making this particular transition a success would be the support visibly demonstrated by Dade County Government, USIA, NCIV, The Congressional Offices and the MCIV executives as a community team. This team approach must appear to be a concerted drive, not as a new organization, but as an opportunity to build a new Joint Venture partnership with the new Mayor of Dade County and community leaders. It will be a success before it begins! Without the support and backing of Washington, and the above team effort, it will be impossible.

Gary Rovin
MCIV - Past Pres

FROM : ROVIN - OFFICE

PHONE NO. : 705-779-9994

P04

FROM 2023050792 10:11A

(WEB) 2.12.97 15:40:00 15:39:00 4280323834 2 2

To: x @ xgate {XROVIN1@AOL.COM}
From: Pollock, James
Subject: Fwd: Returned mail: Misaddressed mail
Date: 2/12/97 Time: 2:16PM

Originated by: MAILER-D @ XGATE {MAILER-D@XGATE.pai.com}

Gary: Very sorry I misaddressed my first message. This gives me the opportunity to respond in some greater detail to your proposal. I think your proposal has much of merit to it, but is a vision that may ultimately be several years away. I'd start more modestly, and with the understanding that it is the working board that is going to make the necessary decisions. I met with Dr. Padron on Feb. 3 and he had some interesting reflections on how effective a "super" trusteeship council could be. If GMCIV has not yet met with him, you might see if your ideas (or yourself) could be included and then evaluate Dr. Padron's ideas. Basically, what NCIV and USIA have been trying to do over the past year is to get the GMCIV Board to focus on organizational development and the relationship between management and programming capabilities, and to get away from the idea that the Community Support Grant can sustain a program. The result, as we see it, is that GMCIV has not availed itself of the opportunity to build mutual links of self-interest with the Miami community at large and get some of those institutions and organizations on the board, has not taken advantage of the several financial leads Julia spelled out to Alex last spring which could have resulted in leveraging perhaps as much as \$100,000 (which I concur with you is what is needed), and has not learned from the training and consultancy opportunities NCIV provided as a means of shaping and guiding the Board's efforts. As a result, if I hear them correctly, they believe they cannot support program and operations if they don't get the rest of the Community Support Grant. Community Support Grants cannot be used to sustain operations. They are not sizeable or consistent enough. GMCIV should have refocused their approach while USIA was paying for the programming help Ricardo Bernardo provided. The organization is now desperately behind the power curve. It needs to raise operational capital at the same time it is trying to appeal to community interests.

Your plan addressed both issues. While Mayor Dancelas's office may want to associate with GMCIV, it should be because the organization is a recognized service provider and promoter of the community (in the same way the community has vested interests in seeing the Girl Scouts succeed). You need to be very careful to steer clear of local politics, however. GMCIV cannot be seen as a partisan organization.

FROM : ROVIN - OFFICE

PHONE NO. : 305-673-9994

F05

FROM 2022050702 UR1A

(WFO) 2 12 97 15-41/ST 15-32/NO 4260325934 P 3

2

It may be better to start with Florida's Senatorial offices. Certainly, involving The Beacon Council, MDCC and select Corporate groups makes sense, as does having representatives suggested by them or by their "community visible" leaders such as Dr. Padron, play an active role on the working board. In no way would such a move represent a merger or loss of identity for GMCIV. On the contrary, rather than subverting GMCIV's identity, I see such "partners" as new blood who would expand and diversify GMCIV's professional and institutional thinking and lead to the resurgence you are seeking.

Yes, I believe you should have a well thought out marketing program and aggressively approach the donors you mention. \$100,000 is not unrealistic for the money you need and the ambition GMCIV should have in serving and representing the community. I concur that such donors should encourage smaller sponsor organizations and public volunteerism that would swell membership ranks in your citizen diplomats organization. GMCIV already performs meets and greets for USIA, why not for other organizations on a fee for service basis. The vitality of a community like Miami relies on its ability to maintain ties with the international world, and GMCIV can be bridge for those similar vested interests -- communication, coordination, cooperation. The program for Minister Abdur Kazzag of Bangladesh was fine in what it provided him, including the fact that a FEMA representative came down from Atlanta. But it seems to me that a lot more was possible when GMCIV was sponsoring a Minister in town for 3 days. Ministers usually have some clout and persona that make good press or the community could benefit from.

I like your ideas on membership and resident agents as long as they don't become shultified over time. This might be the risk if you establish quotas. Rather you want to create a magnet effect to attract new community players. That is what I like about your "high level products" approach to potential sponsors. Did the Bangladeshi Minister interface with any of the organizations you've targetted? I also agree with your coordinated approach to promotion and publicity. If the organization is in place, then we would work to identify a group (such as the group of Turkish Mayors four years ago) and make sure there was a Miami sponsor of mutual interest (Mayor Pinelas to complete that analogy).

If you go for a high profile executive director, the position description is key. The person must be accountable, have fund raising as part of the pd, and (this is critical) have the organizational and

FROM : ROVIN - OFFICE

PHONE NO. : 7056789994

PAGE

FROM 2022050702 USIA

(NRD) 2.12.97 15:42/WT.15.22/NO.4260220834 P. 4

3

managerial talents to coordinate volunteer activities. CIVs live on their volunteers. NCIV experience has been that the hired executive directors also leave with no allegiance.

I think your vision is valid. But it is an organizational decision. CIVs, I find, can have cyclical histories. Resurgence as you refer to it is possible. Miami is a vital city for our international visitors, and all international visitors. We want to see GMCIV active and equally vital. GMCIV is an autonomous organization responsible for setting its own goals and establishing its own identity, however. The CIV network is a diverse organization and we and we adjust our interaction with each entity accordingly.

Thank you so much again for the time and energy you've expended on my behalf. You are a great representative of Miami and obviously committed to GMCIV. I have benefitted from and greatly appreciate that commitment to your community. Jim

To: jpollock@usia.gov
From: MAILER-DACMON@uu.psi.com

----- Transcript of session follows -----
550 aoi.com (pop)... 550 Host unknown
554 <grovin1@aol.com>... 550 Host unknown (Valid name but no data [address])

----- Unsent message follows -----
Received: from XGATE.USIA.GOV by uu.psi.com (5.55b/4.0.051193-PSI/28INet) via SMTP:
id AA04030 for grovin1@aol.com; Fri, 7 Feb 97 19:17:07 -0500
Received: from Connect2 Message Router by usia.gov
via Connect2-SMTP 4.10B.6; Fri, 7 Feb 1997 19:16:13 -0500
Message-Id: <512FFB12010379AA@usia.gov>
Date: Fri, 7 Feb 1997 19:12:57 -0500
From: "Pollock, James" <jpollock@usia.gov>
Sender: "Pollock, James" <jpollock@usia.gov>
Organization: USIA
To: grovin1@aol.com
Subject: NCIV Mission and Motion
Mime-Version: 1.0
Content-Type: text/plain; charset="US-ASCII"

FROM : ROVIN - OFFICE

PHONE NO. : 3056709994

PO7

FROM 2022050792 USIA

(WEB) 2.12.97 15:47/MT 15:30/NO 4260329834 P 5

Content-Disposition: inline
Content-Transfer-Encoding: 7bit
X-Mailer: Connect3-SMTP 4.20B.6 MMS/SMF to SMTP Gateway

Gary,

Thanks so much for your time and gracious hospitality in showing me around Miami last Sunday. The conversation was equally inspiring since it represented a vision which moved GMCIV beyond its current lethargy and addressed the great potential the community has to match visitor concerns and specialties with Miami interests and resources in a fashion that has national as well as local import.

I have dug into the files since my return and found the Fund Raising Feasibility Study which was initiated. I gather, during your tenure and the 1993-97 Strategic Plan prepared by Lucy Puello-Capone. Many of the ingredients of good management and planning are there. USIA did not believe the time was right in 1993, but had the current board followed through on the propositions put forward then, it might not find itself in the predicament it currently faces.

I am very pleased you faxed. I had shown your card with all my notes and contact numbers on it to others in USIA and some brigand didn't return

it, so I was about to go to Miami information. I will review your proposal and let you have a detailed reaction next week, hopefully before the meeting on the 13th. I am also drafting a longer piece for Alex's

review based on my impressions and some of the ideas laid out in the two papers I refer to above.

I look forward to seeing you here. It's my turn to buy the bagel.
Regards, Jim

FROM : ROVIN - OFFICE

PAGE NO. : 305679994

PRI

Gary B. Rovin
• Attorney at Law •
3350 South Dixie Highway
Fifthhouse II
Miami, Florida 33154
• Tel: (305) 676-9994 •
• Fax: (305) 676-4533 •
• E-Mail: GROVIN1@AOL.COM •

FAX COVER SHEET

DATE: March 28th, 1997
DEPART FAX NO: 667-8448
SUBJECT: Confidentiality Agreement

TO: Terry Hammes

Total number of pgs. - 7 -, including this cover pg.

MESSAGE

Dear Terry,

Enclosed disclosure forms.

Regards,
Gary

**AGREEMENT
FOR
CONFIDENTIALITY / NON-DISCLOSURE
and
NON-CIRCUMVENTION**

This agreement is between Hammes Advertising Inc. and Pro Motion Media Inc.
(Hammes) and James G. Pollock (Pollock)

WHEREAS, Pollock is fully aware that the matters involved herein contained are of the strictest confidence and agree to not divulge or discuss them in any way, directly or indirectly to the detriment of the interests of Hammes and, furthermore agree not to circumvent Hammes directly or indirectly to purchase, acquire or obtain said business opportunity, as to directly or indirectly infringe, compete or replace with Hammes's business, and

WHEREAS, Pollock agrees to conduct all negotiations and to perform any and all acts on behalf of Pollock, exclusively, for as long as the undersigned is interested and actively pursues the purchase of this business opportunity.

WHEREFORE, IN CONSIDERATION OF THE ABOVE, the parties agree as follows:

I.

THAT Hammes agrees to provide all necessary documents and to conduct all necessary negotiations with Hammes; and, to further enable the undersigned to determine whether the hereinafter mentioned business opportunity is a "qualified" business opportunity.

II.

Pollock agrees as to the confidentiality of the information which has or will come into its possession. Pollock agrees that all documents, records, techniques, business secrets or other information relating to this business opportunity shall be deemed to be confidential and proprietary to Hammes, and their associates. Pollock agrees that it will keep confidential and not divulge to any other party (other than its personal attorney, which would be privileged communication) any of the confidential information, documents, business secrets, and negotiation techniques, including, but not limited to, such matters as costs, profits, markets, sales, products, product lines, financial matters, business plans for future development and any other business affairs and methods not readily available to the public, directly or indirectly.

3/24/97 1:12 PM

Law Office

(305) 670-4533

P. 001

CURRICULUM VITAE

GARY E. ROVIN

1997

Personal Data :

Current home address: 16017 S.W. 74 Place
Miami, Florida 33157
(305) 233-6488 - H

Date & place of birth: Aug. 13, 1941,
Hollywood, Calif.

Resident of Miami, Florida since 1942

Marital status: Married - 3 children:
Wife: Tanya
Son : Jed.....22 yrs
Daughter: Sasha.....21 yrs
Son : Ty.....19 yrs

Health: Myself- excellent.....Family - excellent
Look forward to reviewing the & Universities attended:
Univ. of Pennsylvania, Univ. of Miami
Degrees received.....B.A. graduated 1962

Graduate Studies:
Univ. of Miami Law School
Degrees received.....J.D. (Doctor of Jurisprudence)
graduated 1965
Univ. of Miami Law School...studies in Masters of Laws
in International Law
Univ. of Miami Graduate School of International Studies
Studies in Soviet & Eastern European Politics

Florida Bar member since - 1965

Florida Supreme Court Certified as Circuit Court and Family Court
Mediator- since - 1990

Approved Panel Arbitrator for American Arbitration
Association- both Domestic and International

3/24/97 1:12 PM

Law Office

(305) 670-4533

P. 002

Vocational Data :

1965 - present: Law Offices

Mr. Rovin began his career as a clerk for the Law Firm of Grover & Ciment in 1965. Norman Ciment is a former Mayor of Miami Beach, Florida. Robert Grover is a Judge in the court system of Dade County, Florida.

Mr. Rovin has been certified by the Florida Supreme Court to Mediate both Civil and Family matters.

Mr. Rovin has affiliated with several firms and has mainly focused his practice in International Business Transactions, all aspects of corporate finance & business (both domestic & International), and real estate matters. As a result of his extensive business background, he has advised & negotiated on behalf of clients as a high level negotiator on government / private sector transactions.

Mr. Rovin has extensive experience in Legal structuring, contract development, as well as negotiations with various parties both in the private & public sectors. Mr. Rovin's background & experience lends team support for developing legal frameworks & business law aspects of government finance initiatives and international privatization issues. Mr. Rovin has consulted extensively in these areas.

Mr. Rovin has developed strong personal and high level private/public sector contacts over his more than 30 years of international/domestic activities.

CURRENT LAW OFFICES :

Penthouse II
9350 South Dixie Highway
Miami, Florida 33156

Tel: (305) 670-9994
Fax: (305) 670-4533
E-Mail: GROVIN1@AOL.COM

OTHER EXPERIENCE :

1969-1982: Cooper Distributors, Inc. - Miami, Florida

Mr. Rovin's business expertise comes from "bottom-line" activities. As a partner(Owner), Managing Dir. & Exec. V.P. of a large international floor covering distribution company. Mr. Rovin has "first hand knowledge" as to the operation of a company with over \$25M US annual sales, employing 100 people, and having 3 branch locations, operating in Fla., Ga., & Ala.

Mr. Rovin developed the international sales division of the company into a high profit center. The company made extensive profits annually, never losing money. The company was acquired by a public holding company. In 1982, Mr. Rovin resigned to take up his interests in international business transactions, moving to NZ and Australia.

1970 - Present : Real Estate Development Activities

Mr. Rovin has developed & operated real estate projects ranging from: commercial buildings, industrial properties, residential land development & construction, & rehabilitation of "Center City" properties (buildings). Mr. Rovin has retained many of these properties & manages them through his related companies.

Various projects Mr Rovin has been associated with and references:

- The establishment & structuring of Foreign Trusts / Corporations for business activities.
- Direct negotiations with the Governments (on behalf of clients interests. (Australia, Ethiopia, Solomon Islands New Zealand, Bahamas)
- Negotiating & drafting various licensing/franchise agreements for distribution worldwide.
- Negotiations for clients to establish a public company / consortium to deal in the privatization of prisons.
- Acting as chief negotiator & representative for New Zealand Investment Group for exclusive franchise of US Company.
- Acquisition & investment in foreign companies & real estate in jurisdictions: New Zealand, U.K., Australia, Canada.
- Financial & business consulting for both domestic & foreign clients.
- Structuring, negotiating & drafting the documentation for clients in acquisition of subsidiary of US public company
- Structuring J/V for Telecommunications company in Aust / N.Z. & Ethiopia
- Structuring & negotiating with US. Government Depts (T.D.A.) on behalf of clients applications for feasibility study (& financing of same) for foreign governments [ref: IBEX / Government of Ethiopia]
- Negotiations with Australian Water Board to license technology in U.S.
- High level negotiations with foreign government ministers & president on securing gold mining concessions for Australian Client in W. African [re: Paget Mining Ltd.]

Residences & Travels:

Mr. Royin has resided in New Zealand, Australia, & England and is a legal resident of New Zealand.

Travel for business & pleasure :

Peoples Republic of China, Japan, Hong Kong, Macao, Solomon Islands, Nuigini (New Guinea), Indonesia, Fiji Islands, Cook Islands, Tahiti, El Salvador, Panama, Colombia, Venezuela, Peru, Bolivia, Cayman Isl., Curacao, Aruba, St. Martin, Jamaica, Trinidad, Bahamas, Virgin Islands, England, Wales, France, Spain, Italy, Israel, Switzerland, Austria, Germany, Greece, Israel, Canada, Mexico, Costa Rica and extensively throughout the United States.

ORGANIZATIONS, AFFILIATIONS and ACTIVITIES:

Miami Council for International Visitors (M.C.I.V.):

A Non-Profit corporation which is the local body of a National Org. that receives funding from Private & Public sector groups (e.g. U.S.I.A., U.S.A.I.D. & State & Local government grants, etc.). The "Council's purpose is the programming & hosting of semi-official, official and distinguished international visitors on official activities through the South Florida area.

As part of the inter-cultural exchange, occasionally overnight hostings are arranged in the local community. Great inter-action with the over 65 members of the Foreign Consular Corps in the Miami area.

Member of the Board of Directors (currently), President 3 terms 1990 - 1993 & member for over 10 yrs

Greater Miami Chamber of Commerce:

National Affairs Comm., International Comms.

Miami Metro Zoo, Zoological Society of Florida:

Board of Trustees

Florida Bar Association:

International Law Comm, Business Law Comm,
Environmental Comm., Member in good standing for over 30 years

Dade County Bar Association:

International Law Comm and Mediation Comm

Florida Supreme Court :

Certified to conduct Court Mediations in Family and Civil Circuit matters

Dade County Circuit Court:

Appointed Receiver and Trustee of the Court

REFERENCES:

- 1) Governor John Sununu, Washington D.C., former chief of staff of President Bush, White House; Trnity Investments, JHS Associates, 815 Connecticut Avenue, 12 floor, Washington, D.C., (202) 835-1673.
- 2) John Berenyi, Vice Chairman, R.J. Edwards, Inc. Investment Bankers, 25 Sylvan Road South, Suite E. Westport, Ct. 06880, Telephone # (203) 858-1047, Fax: (203) 226-3239
- 3) William B. Derrickson, CEO, formally with Quadrex Corporation-NASDAQ, Chairman of Q.E.S., Inc., and Ibex Consulting Group, Inc. (Power Utility and Nuclear Utility consulting company), 1864 St. Andrews Dr., Palm City, Fl 34990, (407) 287-8322.
- 4) Rene Grafals, Director of Miami Office: American Arbitration Association, 799 Brickell Plaza, Suite 600, Miami, Florida 33131-2808, Telephone # (305) 358-7777
- 5) Stewart Armitage, Managing Director, Stagshedd Inns and Breweries, 201 Clarence St., ChristChurch, New Zealand, telephone # 011-643-343-0567.
- 6) The Honorable Ronald M. Friedman, Circuit Court judge, Dade County Courthouse, 73 West Flagler Street, Miami, Florida, 33130, Tel: (305) 375-5288.
- 7) Peter Rubio, Legal Attache, American Embassy Rome, PSC 59, Box 60 (legat), APOAE 09624.
- 8) Bill Gibbons, Florida Department of Law Enforcement, (305) 470-5500 .
- 10) Tom Krause, Attorney, 9700 S. Dixie Hwy. Miami, Fl 33156, (305) 670-6238.
- 11) Andrew Kemeny, CEO, Raine and Horne, 16 Lord Howe St., NSW 2030, Australia, 011-612-305-262, Real Estate Brokerate Firm Sydney.
- 12) Graham Jenkinson, Townsville, Australia, 011-61-77-796494, Former President of the Townsville Chamber of Commerce and Executive with TNT International Shipping and Transport.
- 13) Peter Shorter, Managing Director, Letz Rent-a-Car, P.O. Box 2752, Auckland, New Zealand. Presently residing in San Diego.
- 14) Michael Bodne, Lawyer, 2081 N.E. 205 St., North Miami Beach, 33179.
- 15) Graham Whiteman, Investment Banker, Whiteman and Co., Auckland, New Zealand and CEO of International Flower Exporter from New Zealand, 011-649-528-5321, 119 St. Johns Rd. Meadow Bank, Auckland, New Zealand.
- 16) David J. Ross, New Zealand Chartered Accountant, 011-649-358-2404.

- 17) Noman Becker, CPA, 2404 Hollywood Blvd., Hollywood, Florida, 33020, Tel: (305) 925-1900.
- 18) Kathy Durham, Vice President, Sunbank Trust, N.A., 1576 N.E. 163 St, North Miami, Florida, 33162, Tel: (305) 944-2388. Eric Mckenna, SunBank Trust Department
- 19) Ted Topolski, 20 Wakatipu Heights, Queenstown, New Zealand. E.T.I. Group International Ltd., C.E.O., 011-643-442-9311
- 20) Brian Gardner, Gardner Precision Engineering, Oaklea Cottage, Sandpit Hall Rd., Chobham, Woking, Surrey, United Kingdom, 011-44-932-854-112 or 011-44-276-85-7878.
- 22) Sara Moran, Vice President, United National Bank, 9100 S.Dadeland Blvd., Miami, Florida, Tel: (305) 670-5122.
- 23) Jay Cooper, Cooper Distributor, Inc., President, wholesale floor covering distributor, (305) 888-3910. 1860 Spindrift Dr., La Jolla, CA 92037 (residence).
- 24) Debi Storchak, Coral Gables Tag Agency, Inc., 1418 Ponce De Leon Blvd., Coral Gables, Florida 33134, (305) 444-5769.
- 25) Don Paul, Certified Public Accountant, 17000 S.W. 80 St., Miami, FL 33157, (305) 270- 0880.
- 26) Jonathan Rose, Executive Vice President, International Corporate Marketing, offices: London, Nassau, Ft. Lauderdale, FL, 1323 S.E. 17 St., Suite 120, Ft. Lauderdale 33316, (305) 523-1078.
- 27) Augusto Costa, Brazilian Export/Import Company, offices in Miami & San Paulo.
- 28) Vendulka Kubalkova, Professor, University of Miami, Graduate School of International Studies. (305) 284-4303.
- 29) Dolores & Greg Sandler, playwrights and composers: 10910 S.W. 153rd Court., Miami, Florida 33196
- 30) Keith Wyness, Managing Director, Cruise Industry Capital, Inc. 4131 Crawford Ave., Miami, Florida 33133; TEL: (305) 667-7447
- 31) Pat Salerno, City Manger of Sunrise, 10770 W. Oakland Park Blvd., Sunrise, Florida 33351, Telephone # (954) 746-3430
- 32) Harold Kessler, Kessler Group, 4098 Malaga Avenue, Coconut Grove, Florida 33133, Telephone # (305) 591-0888
- 33) Joel Levin, MD, 7800 Red Road, South Miami, Florida 33143, Telephone # (305) 665-1017
- 34) Steve Gagnon, CEO, Gravity Sports, Inc., Sports & Entertainment - Conglomerate, 600 S.W. 4th St., Ft. Lauderdale, Florida 33315, Telephone # (954) 761-9888

- 35) Captain Jose Wejebe, Fishing Guide extraordinaire. Florida Keys, has also ESPN shows on sport fishing, Spanish Fly Enterprises, Inc., PO Box 420661, Summerland Key, Florida 33042, Telephone # (305) 745-2998
- 36) Roth Milne & Rousso, Attorney at Law, 9350 S. Dixie Highway, PH 2, Miami, Florida 33156, Telephone # (305) 670-9994
- 37) Irwin Laufer, Laufer-Walker, 20855 N.E. 16 Avenue, Suite c-9, North Miami Beach, Florida 33179, Telephone # (305) 655-0888
- 38) Marshall Weintraub & Janet Hazelzet, The Argus Group, Inc., managed medical health care company, 50 S. Belcher Rd., Suite 117, Clearwater, Florida 34625, Telephone (888) 238-3381
- 39) Nolyris and Jose Alvarez, P.A., Dentists, 12550 Biscayne Blvd., Suite 308, North Miami, Florida 33181, Telephone (305) 893-1830

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MIAMI COUNCIL FOR INTERNATIONAL VISITORS

STRATEGIC PLAN

PHASE I

(AS ADOPTED AT THE SEPTEMBER 18, 1993 STRATEGIC PLANNING RETREAT)

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**MIAMI COUNCIL FOR INTERNATIONAL VISITORS
STRATEGIC PLAN
PHASE I**

I. BACKGROUND

The Venus Group International, under the direction of Roselyn Smith was retained in June 1993 by the Miami Council for International Visitors to conduct a marketing and fund-raising feasibility study over the summer months. Findings of the study were presented to the Executive Committee of the MCIV Board of Directors and later the full Board resulting in a strategic planning retreat held on September 18, 1993. Several key issues were discussed and the planning session was held in two parts: 1) addressing the immediate problem of meeting the 1993-94 projected budget shortfall and building awareness of MCIV in diverse Miami communities, and; 2) establishing broader, long term objectives. This report focuses primarily on the short term strategy for addressing the immediate budgetary and awareness issues currently facing MCIV. This 90 day strategy is to be fully implemented by the end of December at which time further consideration will be given to longer term direction.

II. 1993-94 PROJECTED BUDGET SHORTFALL

ISSUE: MCIV is facing an approximate \$10,000-15,000 budget deficit depending upon decision made with regard to staffing. Costs have been cut in all other areas and the Board of Directors of MCIV is aware that it must at least retain current levels of staffing in order to begin to address issues of professional staff turnover raised by USIA.

GOAL: MCIV Board of Directors will use the most immediate potential source of income, the annual membership drive, to recruit at least 250 paid members this year. At the family rate of \$45 per membership this would raise \$11,250 and could cover most if not all of the expected deficit. Each Board Member will each be required to bring in at least 5 new members and will be encouraged to bring in 10 new members if possible. The mailing has been sent to over 700 current and past members as well as some prospects from related community organizations.

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GOAL: MCIV will develop membership packages for individuals based upon levels of payment. The current levels of membership options mean nothing because they have no direct benefit for paying one amount over another. In order to clearly delineate advantages associated with each membership level, individual and family membership packages will be developed to include some or all of the following depending upon level of contribution: membership cards, acknowledgement of membership in newsletter, international networking opportunities, networking opportunities with other MCIV members, more hosting opportunities including matching members who would like to share hostings, a specific number of events with discounted or free entry to MCIV members, reciprocity with other cultural and community organizations.

GOAL: MCIV will develop a corporate package in order to begin to develop a broader financial base. The package will include translations, interpreters, professional appointments for corporate members with international visitors in their areas of interest, greets for a specified number of corporate guests, escorts and arranging professional appointments for corporate guests, complimentary tickets to select events, protocol counseling and advertising in the MCIV newsletter mailings and opportunities for international networking. A committee will be appointed by the President to develop the corporate package and recommended member dues by the end of October. No specific number of corporate members was targeted but it was suggested to attempt to bring in at least five corporate members in the first year.

GOAL: MCIV will attempt to raise \$5,000-8,000 in corporate and public sponsorship of the Mid-Winter Community Seminar. The Miami Council for International Visitors currently has very few "saleable" events or projects. The one project which does have potential to attract sponsorship funds is the Mid-Winter Community Seminar. At least one sponsorship proposal has already been submitted to a major corporation requesting assistance in this matter.

III. ISSUE: LOW LEVEL OF COMMUNITY AWARENESS

One of the major findings of the external portion of the feasibility study is the very low level of community awareness of MCIV. Steps have been taken to address this issue over the summer months.

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Monthly newsletters are being mailed to an expanding list of community organizations as well as current and past members. Five (as of October 1) press releases have been mailed out regarding various topics and a total of six articles have been printed as a result of these and other efforts. More work is needed in order to sustain the current membership, attract a larger member base from more diverse Miami communities and in order to raise much needed funds.

GOAL: MCIV staff will continue to mail out at least one press release per month to relevant media.

GOAL: MCIV member updates will continue to be mailed out on a regular, monthly basis.

GOAL: MCIV will plan events and cultivate relationships with organizations representing more of Miami's rich ethnic, cultural and religious diversity. The first event will honor 16 human rights activists from South Africa coming to Miami through the Human Rights Trust in Port Elizabeth, South Africa. Efforts will be made to link with local Latin, African American and Caribbean human rights organizations as a first step to interest them in affiliation with MCIV. The event will be held at the Southern Florida Historical Museum which is featuring an exhibit on Fort Mose which was manned by some of the first freed African Americans in the United States.

Additional efforts aimed at extended community outreach will include: 1) participation in the Dade County Educational Expo '93 to be held at the Radisson Mart on December 4. Approximately 30,000 Dade County residents will attend this annual event. Board Member Lorenzo Thomas has guaranteed a booth at no charge and will assist MCIV in developing marketing materials for use in this and other efforts; 2) Efforts will be made to re-activate the MCIV Speaker's Bureau by placing MCIV staff and Board Members in speaking engagements with community groups around the county; 3) Co-sponsorships with other community organizations will be sought when feasible.

Longer term, MCIV will develop a "Miami Friendly" campaign intended to address the current issue of crime against international visitors. This will be revisited after the ninety day short term plan has been implemented successfully.

GOAL: Diversify MCIV Board of Directors in order to strengthen financial base of organization and to continue to develop Board as representative of community. President Annette Banens appointed herself, President-Elect Harold Koning, and Consultant/Interim Executive Director

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Roselyn Smith as an ad hoc committee to begin filling board vacancies from a broader corporate and community base. This will also be the first step toward developing a Board of Trustees consisting of well known community leaders to serve in a fund-raising and advisory capacity.

Additional long term projects to be developed include seminars, further exploration of a Diplomatic Ball, and possibly luncheons featuring high profile speakers addressing issues of international interest.

IV. REVIEW

These goals and programs will be reviewed on a regular basis to determine the success of the organization and the direction it is taking. The first review will take place at the January meeting of the MCIV Board of Directors.

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DRAFT

**MIAMI COUNCIL FOR
INTERNATIONAL VISITORS, INC
DADE COUNTY, FLORIDA**

STRATEGIC PLAN

1993-1997

**Prepared by:
Lucy Puello-Capone
President-Elect
Miami Council for International Visitors**

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- I. Executive Summary**
- II. Need To Increase The Support for MCIV**
- III. Major Goals 1994-97**
 - **OBJECTIVES**
- IV. MCIV-Organizational Structure**
- V. Standing Committees**
 - **Mission and Responsibilities**
- VI. Master Schedule of Activities & Planning Cycles**
- VII. Actual and Projected Budgets**
 - 1993 - 94
 - 1994 - 95
 - 1995 - 96
 - 1996 - 97
- VIII. MCIV Leadership**

I.

EXECUTIVE SUMMARY

The Miami Council for International Visitors, established in 1959, serves Dade County, Florida. As the "Gateway to Latin America," Dade County offers residents and visitors alike a multitude of opportunities for business and pleasure. Dade County has emerged as a growing center of international trade and commerce. Millions of visitors fly through Miami International Airport annually, making it one of the world's busiest airports, to do business and enjoy the area's countless pleasures - cruising, fishing, boating, festivals, sporting events, attractions, etc. Dade County is home to the Miami Free Zone (largest privately owned and operated in the world), Port of Miami (busiest and largest cruise port in the world), Brickell (the tropical Wall Street and home to 128 national and multinational financial institutions), Dade County Public Schools (the fourth largest school system in the U.S.), New World Symphony Orchestra, Metro-Dade Cultural Center, the Miami City Ballet, and two state and four private universities.

It is in this mecca of progress and diversity, that the Miami Council for International Visitors has positioned itself as an organization of volunteer diplomats which remains steadfast in its determination to create a public/private sector supported organization capable of carrying out its mission of serving the delegate visitors.

To fulfill its mission and to reposition itself as the premier international service organization in Dade County, MCIV has identified eight major goals for the period 1993 - 1997.

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1. Continue to diversify MCIV's minority leadership and membership at large
2. Streamline office operation
3. Improve the Board of Director management capability
4. Increase memberships participation
5. Improve memberships services
6. Restructure the Board of Directors to increase effectiveness
7. Increase the Board of Directors capacity to raise funds from various sources
8. Improve MCIV's visibility across the county.

Efforts to implement the strategic plan began in 1993-94 under the leadership of Annette Banens. Currently, President David Willig and President-elect Lucy Puello-Capone are committed to accomplishing the full implementation of the strategic plan which follows.

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II.

THE NEED

In 1993-94, under the leadership of President Annette Banens, a feasibility study was commissioned and a marketing report completed. The twenty page plan concluded that MCIV needed to develop a long term strategic blueprint to restore its visibility and eventually increase membership and sources of funding. A generous grant from MCIV's parent company The National Council for International Visitors (NCIV), provided for adequate office staff to rebuild the memberships base which had been eroded by Hurricane Andrew. In addition, it refocused the organization to its vital mission - the programming and hasting activities of the delegate visitor.

During the 1994-95 some studies have been made in increasing memberships, securing corporate funding, downsizing office operations and restructuring the Board of Director's operational capabilities.

The 1995-97 period will experience the final phase in the process of implementing the strategic plan. The upcoming years will further address strategies to increase membership, secure corporate funding, provide for membership services, and to implement an aggressive marketing plan. With the generous support of NCIV, these challenges can be realized.

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III.

MAJOR GOALS & OBJECTIVES

1993 - 1997

- GOAL** Continue to diversity MICV's leadership and membership at large
1. Contact United Way to assist with identification of community leaders representative of the ethnic diversity of the area served by MCIV.
 2. Make each Board Member responsible for recruiting five new members.
- GOAL** Streamline office operation
1. Solicit pro-bono office space
 2. Hire two part-time office clerks to reduce overhead
 3. Establish an office volunteer pool
 4. Solicit pro-bono meeting space
- GOAL** Improve the Board of Directors' management capability
1. Conduct a feasibility study
 2. Complete an organizational strategic plan in 1994 to establish a work plan for the organization
 3. Conduct an annual retreat to review participation and success, and to redefine expectations and participation for the coming year
- GOAL** Restructure the Board of Directors to increase effectiveness
1. Establish a line of succession to the presidency from the Executive Committee
 2. Create Standing Committees chaired by the Council's executive leadership. In turn, sub-committees will be created as necessary
 3. Initiate in 1994-95 an annual performance self-assessment.
- GOAL** Increase membership participation
1. Increase programming opportunities to increase membership hosting opportunities
 2. Develop membership events around themes
 3. Have training seminars for memberships
 4. Participate in other appropriate community events as volunteers
 5. Use membership at large in sub-committee work
 6. Award a prize donated by local businesses at all major membership events
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VI

MASTER SCHEDULE OF ACTIVITIES AND DEADLINES

1993 - 1997

The master schedule is based on specific Board of Directors' Standing Committees and Sub-Committees activities, deadlines, and parties responsible for the task described. This master schedule will be used to review, replan, and reschedule what should be occurring annually.

ALLSC = Committees All C All Sub-committees
E/PC = Executive/Planning (President)
MDC = Membership Development Committee (VP-Membership)
M/PR = Marketing Public Relations (VP-Marketing/Public Relations)
FRC = Fund Raising Committee (President/President-Elect)
EC = Events Committee (President-Elect)
OSC = Organization Services Committee (Executive Director)
CY = Calendar Year for MCIV (June 1 - May 30)

Year	Task	Completion Period	Responsible Parties
1993 - 1994			
1993	• Annual Retreat 1993-94	July	Board/ALL
1993	• Commission Feasibility Study	Sept-oct	ALL C
1993	• Solicit Corporate Sponsors	Oct-Dec	FRC
1993	• Write Mid-Winter Seminar Grant	Oct.	FRC
1993	• South African Human Right Delegation	Oct.	Board
1993	• Mid-Winter Seminar	Dec.	EC
1993-94	• Montly Board of Directors meeting	Sept.-April	Pres./Board/ALL SC
1993-94	• Produce Newsletter	Nov.-May	M/PR
1994	• Produce Membership Brochure	Nov.	M/PR
1993-94	• Membership Development	Oct.-May	MDC
1993-94	• Membership Events	Oct.-May	MDC/EC
1994	• Write NCIV Community Grant	Jan.-Feb.	FRC/Ex. Dir.
1994	• Nominatin Sub-Committee	Feb.-March	MDC, E/PC
1994	• Annual Meeting/Gala	May	EC
1994 -1995			
1994	• Turkish Mayns Delight 1994-95	June ?	Board
	• Hire new Executive Director	June	Board/ALL SC
1994	• Attend NCIV Sponsors Seminar/ Dallas	July	Pres-Elect
1994-95	• Monthly Board Meetings	Aug.-Mar.	Board/ALL SC
1994	• Membership Kick-Off Event	Sept.	EC
1994	• Write Strategic Plan	Dec.-Jan.	Pres -Elect
1994	• Visit local Legislators	Sept.-Oct-Nov. X	E/PC

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Year	Task	Completion Period	Responsible Parties
1994	• Theme Membership Event	November	EC
1994	• Recruit Volunteers for Summit	November	Summit Sub-Committee
1994	• Write Mid-Winter Seminar Grant	Oct-Nov. X	FRC/Ex. Dir.
1994	• Solicit Free Space/Move	Sept.-Jan X	FRC
1994	• Participate in Summit Of The Americas	Dec.	Summit Sub-Committee
1994	• Theme Mmbership Event	Dec. X	EC
1995	• Design & Produce Corporate Brochure	Dec.-Feb. X	M/PRC
	• Design New Logo and Stationery	Dec.-Feb. X	M/PRC
1995	• Create a Corporate Partnership to produce newsletter 3x per year	Nov.-Feb X	E/PC
1995	• Write NCIV Community Grant -	Jan-Feb	FRC/Ex. Dir.
1195	• Theme membership Event	Feb. X	EC
1995	• Write Humanities Council Grant	Feb.-Mar. X	FRC/Ex. Dir.
1995	• Nominations Sub-Committee	Feb.-Mar.	MDC & E/PC
1995	• Write and Produce Membership Manual	Feb.-March	MDC
1995	• Design and Produce Fund Raising Package	March-April	FRC E/PC
1995	• New Board Membership Training	April	MDC & E/PC
1995	• New Membership Training	April	MDC & E/PC
1995	• Annual Gala	May	EC

1995-1996

1995	• Annual Retreat-1) Review of previous year's achievements improvements needed 2) Creation of subcommittees to carry out strategic plan 3) create an operational calendar 4) Fund raising planning	Early June	Board/ALLC
1995	• Identify team and organize Fundraiser Event I & 2	June	FRC
	Identify team and organize Diplomatic Ball	June-August	E/PC
	• Board Meeting	August	Board/ALL SC

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Year	Task	Completion Period	Responsible Parties
1995	• Recruit New Corporate Sponsors for Honorary Board and Program Donors	July - Dec.	E/PC & FRC
1995	• Publish First Newsletter	Late Sept.	M/PRC
1995	• Membership Kick-Off Event	Sept.	MDC
1995	• New Member Training Session	Oct.	MDC
1995	• Fundraising Event I	Late Oct.	FRC
1995	• Theme Membership Event I	Early Oct.	EC
1995	• Recruit Volunteers for Centennial Celebration	Oct.	Centennial Sub-Committee
1995	• Theme Membership Event 2	Early Dec.	FRC
1995	• Write Mid-Winter Seminar Grant	Oct.-Nov.	FRC
1995	• Host Mid-Winter Seminar	Dec.	MWS Sub-Committee
1996	• Board Meeting	Early Jan.	Board/ALLSC
1996	• New Membership Training Session	Jan.	MDC
1996	• Publish Second Newsletter	Jan.	M/PRC
1996	• Establish "Volunteer Of The Year" Subcommittee to identify criteria and roster of nominees	Jan. - April	MDC Subcommittee
1996	• Establish "International Goodwill Ambassador" Award sub-committee to develop criteria and roster of nominees	Jan. - April	E/PC Subcommittee
1996	• Write NCIV Community Grant	Jan. - Feb.	FRC
1996	• Prepare 1996-97 Budget	Jan. - Feb.	E/PC
1996	• Participate in Centennial Events	Feb. - May	ALLC Subcommittees & Membership
1996	• Theme Membership Event 3	Early Feb.	EC
1996	• Nominations Subcommittee	Jan. - March	MDC & E/PC
1996	• Board Meeting	Late Feb.	Board ALLC

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Year	Task	Completion Period	Responsible Parties
1996	• Fundraising Event 2	March	FRC & E/AC
1996	• Board Meeting	Early April	Board ALLSC
1996	• Theme Membership Event 4	Early April	EC
1996	• New Membership Training	Late April	MDC & E/PC
1996	• Annual Meeting	Late April	MDC
1996	• Annual Gala	Early May	EC
	Volunteer of the Year Award		
1996	• Meet with Honorary Board of MCIV Committee	Middle May	
1996	• Diplomatic Ball		E/PC
	International Goodwill Ambassador Award	Late May	
1996	• Publish Third Newsletter	End of May	M/PRC
1996-1997			
1996	• Annual Retreat-1) Review of previous year's achievements improvements needed 2) creation of subcommittees to carry out strategic plan 3) creation of annual operational calendar 4) fundraising planning	Early June	Board/ALLC
1996	• Identify team and organize Fundraiser Events I & 2	June	FRC
	• Identify team and organize Diplomatic Ball	June-August	E/PC
1996	• Board Meeting	August	Board/ALL SC
1996	• Recruit New Corporate Sponsor for Honorary Board and Program Donors	July - Dec.	E/PC & FRC
1996	• Publish First Newsletter	Late Sept.	M/PRC
1996	• Membership Kick-Off Event	Sept.	MDC
1996	• New Member Training Session	Oct.	MDC
1996	• Fundraising Event I	Late Oct.	FRC
1996	• Theme Membership Event I	Early	EC

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Year	Task	Completion Period	Responsible Parties
1996	• Recruit Volunteers for Centennial Celebration	Oct.	Centennial Sub-Committee
1996	• Theme Membership Event 2	Early Dec.	FRC
1996	• Write Mid-Winter Seminar Grant	Oct.-Nov.	FRC
1996	• Host Mid-Winter Seminar	Dec.	MWS Sub-Committee
1996	• Board Meeting	Early Jan.	Board/ALLSC
1997	• New Membership Training Session	Jan.	MDC
1997	• Publish Second Newsletter	Jan.	M/PRC
1997	• Establish "Volunteer Of The Year" Subcommittee to identify criteria and roster of nominees	Jan. - April	MDC Subcommittee
1997	• Establish "International Goodwill Ambassador" Award sub-committee to develop criteria and roster of nominees	Jan. - April	E/PC Subcommittee
1997	• Write NCIV Community Grant	Jan. - Feb.	FRC
1997	• Prepare 1996-97 Budget	Jan. - Feb.	E/PC
1997	• Participate in Centennial Events	Feb. - May	ALLC Subcommittees & Membership
1997	• Theme Membership Event 3	Early Feb.	EC
1997	• Nominations Subcommittee	Jan. - March	MDC & E/PC
1997	• Board Meeting	Late Feb.	Board ALLC
1997	• Fundraising Event 2	March	FRC & E/AC
1997	• Board Meeting	Early April	Board ALLSC
1997	• Theme Membership Event 4	Early April	EC
1997	• New Membership Training	Late April	MDC & E/PC
1997	• Annual Meeting	Late April	MDC
1997	• Annual Gala	Early May	EC
	• Volunteer of the Year Award		
	• Meet with Honorary Board of MCIV Committee	Middle May	
1997	• Diplomatic Ball		E/PC
	• International Goodwill Ambassador Award	Late May	
1997	• Publish Third Newsletter	End of May	M/PRC ALLS/C

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MCIV BUDGET 1994-1995

INCOME

Cash Income	\$ 5000
Membership Donations	4000
Corporate Member donations	1012
Foundations	2800
Local grants	1400
USIA Grants	15,000
Membership Exchange Grant	500
Program Service Fees	6,580
Grants	15,000
Total	\$52,894

EXPENSE

Personnel Costs	\$ 24,393
Operating Costs	7680
Communications	4015
Financial Services	863
Materials & Supplies	700
USIA Grants Payroll	7900
Programming Expense	4000
Publications	2650
Payroll Taxes	1881
Operating License	325
MCIV Fees	145
Affiliation dues	765
Moving Expenses	1000
Total	\$ 56,749

MCIV BOARD OF DIRECTORS
1993 - 94

EXECUTIVE LEADERSHIP

Annette Banonis	President
Harold Koning	President-Elect
Cezayir Beguerstein	Vice President
Alex Miller	Marketing/P.R
Lacy Puillo-Capone	Vice President
Bernice Matson	Membership
Hindi Diamond	Vice President
Marvin Noblit	Special Events
Victoria Ushrenko	Recording Secretary
Gary Robin	Corresponding Secretary
Anthony Fisher	Assistant Treasurer
	Treasurer
	Immediat
	Past President
	Director
	USIA/M Center

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February 21, 1997

James Pollock, Deputy Director, Office of International Visitors
United States Information Agency
301 4th Street, SW
Washington, DC 20547

VIA FAX: 202-205-0792

Ref.: Business Plan for revamped Miami Council for International Visitors

Dear Jim:

I would like to have your and the MCIV Board of Directors endorsement/approval or comments leading to approval before my meeting with Imation on Wednesday morning. Thus far, I have sent the Business Plan only to Rosa O'Neill, who thinks it's "brilliant(!)." Since I haven't heard from you yet, I have decided to forward this corrected (of typos) version to the MCIV Board of Directors. I had originally told them I would do that first anyway. Please don't forget to forward the Meridian Group paper work we discussed.

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- 1) Confidentiality agreement pertaining to Data Base R&D development
- 2) If signed immediately, then the matrices illustrating exactly how the proprietary program will function will follow, otherwise;
- 3) Brochure copy amended to reflect approved concepts contained herein (third draft to incorporate language of NCIV and USIA provided copy.).
- 4) Stationary and Logo designs as they develop.
- 5) Any comments, changes, et al can be sent piecemeal for incorporation.

Business Plan for Miami Council for International Visitors

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 2. Chamber of Commerces with over 20,000 members: Airport West, Chamber South, Coconut Grove, Coral Gables, Greater Biscayne Boulevard, Greater Miami, Greeter Miami Shores, Hialeah Chamber & Commerce & Industry, Hialeah/ Miami Springs/ North Dade, Homestead, Florida City, Key Biscayne, Miami Beach, Miami Dade Miami Springs, North Dade, North Miami Beach and Women's Chamber of Commerce.
 2. Metro-Dade Government: the Mayor and 13 Commissioners with \$200,000 each in discretionary funds. Rosa O'Neill has confirmed today that has set up an entre with Mayor Penelas to consider: a) obtaining possible funds, or but, more importantly, getting him to become our "Honorary". This program fits neatly into his well known plans for higher, national office.
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understand the government there has purchased in some manner for the purpose of networking the EC in regard to food, beverage and grocery store items. It is the inter-relationship and access which is at the core of the business plan to leverage dollars, access and assets.

I am attaching a confidentiality agreement (tomorrow) that I am asking that you sign off on to protect my concepts while I work to develop the network, organizational and corporate sponsorship commitments in this R&D phase (of the Web Site and data base portion of this plan only) to accompany the MCIV program as proposed or in its eventual approved final form. Being assured that, upon success, I am to be the sole owner of the work product in regard to the data program and package when finished is the only compensation I can look forward to in order to justify the R&D expenditure as an investment of my time personally and company resources. Gary Roven has suggested and I concurred that I will donate 3% to NCIV/MCIV as a royalty. Gary has said he will draft the royalty agreement contract.

Assuming all is well with the above (subject to modifications, clarifications and evolution). Please okay the confidentiality agreement. Upon receipt, I forward the two matrices I drew which simply explains the relationships of parties, the marketing function and flow and clarifies narrative above. Meanwhile, as I said, I will be meeting with a top level executive from the newly formed high technology corporate spin off of 3M Corporation next Wednesday. I'd like to have both the Royalty Agreement and Confidentiality Agreement in place prior to the meeting. Otherwise I will have to be much more speculative in my presentation for corporate participation on all levels. What I was thinking was designating them a "National Sponsor" for their role in the development of the prototype. Do you agree?

Please advise. In the mean time, I will begin today to input the Confidentiality Agreement, Matrices and Royalty Agreement. Your interim approvals as we go (like this) will go a long way to convincing both prospective donors. MCIV targeted members and myself of the likelihood that our vision here is endorsed as the path to success for this organization.

Sincerely,

Terry M. Hammes, MBA, President

Terry Hammes, MBA, President
HAMMES ADVERTISING INC.

cc: Board of Directors, Miami Council for International Visitors, Sherry Mueller, Executive Director, National Council for International Visitors, Imation, Motion Trading, John M. Thomson, Esq.

ROM : Panasonic FAX SYSTEM

PHONE NO. :

Feb. 20 1997 02:54PM P1

FROM: 2022050792 USIA

(TUE) 2:13:57 20:10:37 20:10:39 4250323837 P 1

**United States
Information
Agency**

WASHINGTON DC 20547-0001

February 18, 1997



Mr. Alex Miller
President, Greater Miami Council for International Visitors
Miami Dade Community College
300 Northeast 2nd Avenue, Room 1412
Miami, Florida 33132

Dear Alex:

We have weighed carefully the factors you present in your letter of February 13. After serious consideration, we believe that since there has been little progress in meeting the institutional development goals we established with GMCIV early last year, we cannot continue to invest tax payers' dollars without clear benefits for our international visitors and the Miami community.

USIA and NCIV have made heavy investments of money, time and talent to nurture GMCIV through a period of transition since the closing of the Miami Reception Center. At the heart of that effort was the understanding that it was crucial for GMCIV to develop the institutional capacity to attract the necessary public and private support to conduct a broad range of functions. The purpose of NCIV's Community Support Grant and the services of the program officer USIA funded over a five month period was to enable GMCIV to develop and put in place the mechanisms to carry out those functions independently. It was clear the grant funds were to stimulate organizational development and community outreach and were neither sufficient nor intended to sustain all operational expenses of the GMCIV. In this regard, it is unfortunate that your decision to lay off staff and close your operation center was so directly dependent on receiving the next installment of the grant.

We are equally concerned that GMCIV's financial situation jeopardizes your ability to continue meeting USIA international visitors. We will take the necessary steps immediately to inform program agencies and arrange to have our visitors met at Miami International Airport.

We appreciate the support the Greater Miami Council for International Visitors has provided the International Visitor Program over these past months. Equally, I am pleased the Board approved Ms. Harunes' initiative at your February 12 meeting to draft a business plan for the Council. I wish you every success in developing the potential that initiative represents.

Sincerely,

James C. Pollock

James C. Pollock
Deputy Director
Office of International Visitors

cc: Sherry Mueller, NCIV

PROGRAM REPORT

As of February 12, 1997

January/97

The following USIA programs have been completed and delivered:

Mr. Acosta- Costa Rica	1/1/97	Welcome Kit
3 Mayors - Chile	1/31/97	Welcome Kit
For SOUTHCOM - Panama Minister of Defense of Suriname	1/30/97	1 day program

February/97

Mr. Razzaq- Bangladesh	2/5/97	3 days program
Civil Education Group- Dominican Republic - 13	2/7/97	Welcome Kit

Working on:

Mr. Llauger - Ecuador	2/19/97	3 days program
Ms. Gliha- Croatia	2/21/97	2 days program
Mr. Guerra- Venezuela	2/22/97	Welcome Kit
Multi Region Journalist Group	2/28/97	Welcome Kit
Group from Slovakia	3/1/97	3 days program
Mr. Csorkuly- Romania	3/4/97	TBA
Honorable Maria Caputo- Turin	3/8/97	3 days program
Mr. Tapia- Panama	3/19/97	3 days program

FROM 2022050792 USIA

(THU) 2. 13. 97 20:39/ST. 20:36/NO. 4260323846 P 2

February 13, 1997

Terry,

Although it didn't transmit clearly, I have received the fax of your letter and think I made it out pretty well. I guess I'm a little embarrassed if you actually read my cover memo to the Board, but since we are sharing information, let me pass you a copy of my February 11 letter to Alex, and the chronology of developments over the past couple of years. Alex and I had a long conversation yesterday afternoon in which we covered the bleak outlook with regard to staff. Richard Mendez has made very valuable contributions to MCIV and the profits from the meet and greet program were to be designated to cover Margery's salary. I regret MCIV finds itself up against the wall financially, but that may be a result of its own doing. USIA wants MCIV to succeed, but it must do so on its own initiative. While we have a proprietary interest in what has happened with the community support grant this year because we asked NCIV to compute the figures and make money available on a special basis to facilitate the transition from the Reception Center to the MCIV, MCIV is an autonomous organization and our concern was to express our interests in seeing the Board strengthen its managerial direction, diversify its base in the community, market itself as integral to the mutual interests of Miami and its international visitors, expand its institutional outreach and improve its programming capacity. It is neither our role nor intent to intervene or direct operations. We feel our expectations have not been addressed and that there is little organizational development to show for the \$20,000 spent so far. We suspect that money has gone for salary and expenses at a time when we were already providing a programmer. Having asked NCIV to channel its grant funds in a way that supported Miami in FY-96 and wait until FY-97 to undertake other scheduled initiatives, we can't let that continue and still be accountable to Congress.

I concur that Rosa O'Neill's dedication is admirable and of long-standing. She deserves tribute and recognition, but the money we asked NCIV to channel to MCIV was for the purpose of facilitating the transition to an active and vital CIV, not rewarding good intentions and past effort, as unassailable as those sentiments might be. The Board should have raised the money to make it happen. As with other organizational, membership and staffing decisions, that is the responsibility of the Board, and not something that USG money should influence, support or sustain.

It sounds as though the Board's meeting was lively. I hope it is productive, and look forward to the design and implementation package you all put together. Jim

FROM 2022050792 USIA

(THU) 2.13.97 20:39/ST. 20:36/NO. 4260323846 P 4

CHRONOLOGY

- December, 1994- January, 1995 Lula Rodriguez' visit to Miami. Discussed reorganization and downsizing and encouraged CIV to strengthen its operations in support of program. Promised to work with Miami Dade Community College to find free office space for the CIV.
- March, 1995 - CIV granted free space at Miami Dade
 - December, 1995 - CIV and Reception Center Staff alerted to the possibility of the Center being closed.
 - March - June, 1996 - Miami Reception Center Director held meetings with the MCIV board and executive director regarding meet and greet function and programming (specifically programs beginning in May, 1996). *MCIV receives 1st \$4,000 of Community Support - total to date \$21,000 (1/97)*
 - April, 1996 - Helen Picard visited Miami. Met with CIV board and executive director to discuss the CIV's preparedness to undertake the IV Program and to set out E/V's expectations for CIV capability.
 - May, 1996 - Olive Sampson and Sherry Mueller visited Miami. Held meetings with the MCIV board and trained volunteers. Also met with the International Press Center (IPC interested in undertaking some aspect of the Reception Center's work). MCIV and IPC began examining possibility of partnering.
 - June, 1996 - Lula met with CIV board and executive together with departing Reception Center Director - Anthony Fisher to assist with the negotiations with the International Press Center.
 - June 17, 1996 - Ricardo Bernardo joins the CIV staff to provide training guidance and programming expertise.
 - August, 1996 - Lula met with the Board and executive directors of the CIV - made suggestions for strengthening the organizations -- contacted Dr. Padron to communicate CIV's interest in meeting with him.

FROM 2022050792 USIA

(THU) 2 13 97 20:40:ST. 20:36/NO. 4260323346 P 5

- September, 1996 - Ricardo Bernardo's assignment extended to November 1.
- October 1996 - Lula met with Board to express dissatisfaction with progress in meeting the goals set out in May 3 letter. Offered to meet with Dr. Padron again.
- November, 1996 - Lula met with Dr. Padron to discuss future of CIV and potential benefit for the college. Dr. Padron agreed to meet with the CIV to examine the feasibility of a partnership.
- November, 1996 - Ricardo Bernardo's assignment extended to November 21, 1996
- December 1996 - computer loaned to CIV
-

HAMMES ADVERTISING, INC.
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896 South Dixie Highway, Coral Gables, FL 33146-2074
Telephone: (305) 667-1199; Fax: (305) 667-0440; E-Mail: Hammes Ads@AOL.COM

February 21, 1997

James Pollock, Deputy Director, Office of International Visitors
United States Information Agency
301 4th Street, SW
Washington, DC 20547

VIA FAX: 202-205-0792

Ref.: Business Plan for revamped Miami Council for International Visitors

Dear Jim:

I would like to have your and the MCIV Board of Directors endorsement/approval or comments leading to approval before my meeting with Imation on Wednesday morning. Thus far, I have sent the Business Plan only to Rosa O'Neill, who thinks it's "brilliant(!)." Since I haven't heard from you yet, I have decided to forward this corrected (of typos) version to the MCIV Board of Directors. I had originally told them I would do that first anyway. Please don't forget to forward the Meridian Group paper work we discussed.

Please find a preliminary outline regarding the business concepts we discussed during your visit to Miami. The flow of information to come will follow in this order:

- 1) Confidentiality agreement pertaining to Data Base R&D development
- 2) If signed immediately, then the matrices illustrating exactly how the proprietary program will function will follow, otherwise;
- 3) Brochure copy amended to reflect approved concepts contained herein (third draft to incorporate language of NCIV and USIA provided copy.)
- 4) Stationary and Logo designs as they develop.
- 5) Any comments, changes, et al can be sent piecemeal for incorporation.

Business Plan for Miami Council for International Visitors

New Mission Statement approved by Board of Directors on February 12, 1997.

Miami Council for International Visitors Mission Statement

The Miami Council for International Visitors, founded in 1959, facilitates the global exchange of internationally prominent people to visit the South Florida region. MCIV develops programs with local business, academia and government to promote knowledge and understanding while strengthening the bonds of commerce and democracy.

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Objective: Restructure Miami Council for International Visitors and expand the mission and participation in MCIV. Take over the role of the Hospitality Centers, increase numbers of hosting of our foreign guests and generate funding sources in the business community through the creative leveraging of local and federal dollars. The new emphasis will be to garner significant corporate and community support by positioning MCIV as the "gateway" to the Federal government for access to international trade clients and to a proprietary data base of information (to be developed by Hammes Advertising privately) for the purpose of economic development benefiting the community, member organizations, academia and US interests abroad.

I. Restructure Board of Directors: Develop matrix

- a. Defined roles
- b. Create Organizational Chart
- c. Organize sub-committees
- d. Set objectives
- e. Approve strategic plan (5-year
- f. Set timeline for short-term goals

II. Implement Outreach Program for Membership

- a. Develop brochure with new strategy
- b. Increase budget for printing and mailing to account for vastly increased distribution schedule: leverage through organizations wherever possible.
- c. Disseminate to key Civic, governmental and quasi-governmental agencies and organizations:
 1. Beacon Council with over 400 corporate members
 2. Chamber of Commerces with over 20,000 members: Airport West, Chamber South, Coconut Grove, Coral Gables, Greater Biscayne Boulevard, Greater Miami, Greeter Miami Shores, Hialeah Chamber & Commerce & Industry, Hialeah/ Miami Springs/ North Dade, Homestead, Florida City, Key Biscayne, Miami Beach, Miami Dade Miami Springs, North Dade, North Miami Beach and Women's Chamber of Commerce.
 2. Metro-Dade Government: the Mayor and 13 Commissioners with \$200,000 each in discretionary funds. Rosa O'Neill has confirmed today that has set up an entre with Mayor Penelas to consider: a) obtaining possible funds, or but, more importantly, getting him to become our "Honorary". This program fits neatly into his well known plans for higher. national office.
 3. City of Miami
 4. Leadership Miami
 5. National Association of Women Business Owners
 6. CAMACOL (Latin Chamber)
 7. North-South Center /University of Miami
 8. MDCC
 9. FIU
 10. LBA/HABDI
 11. South Florida Builders Association

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12. Miami Press Center
13. Cultural Organizations: Ballet, Theater, Film Society, Opera, Philharmonic
14. The Judiciary and other elected officials: Local, State and Congressional levels
- d. Target the top 500 businesses in Miami: Suggest the purchasing /donation CD ROM of "The Book of Lists" for target companies and mailing labels to start.
 1. Banks
 2. Media
 3. Tourism
 4. International Trade
 5. Others

III. Leverage Institutional and Community based support

- a. Miami Dade Community College and Dr. Eduardo Padron as Patron. Perhaps Dr. Padron will be Vice Chairman.
 1. Obtain students to be greeters in interim period, phase into permanent relationship as part of MDCC International Program tied to college degree (could be a formal student internship program, for credit.)
 2. Office and telephone space donation
 3. Web site address and server donation
 4. Web site expense underwriting to tie into with our data base of information.
 5. Computers, copiers and other office equipment (in place).
- b. Academia: Potential tie-in with University of Miami's North-South Center to facilitate Congressional funding and long-term federal support. Secure a tie in with Hawaii's East-West Center to promote linkage between the N-S-E-W axis of international trade and diplomacy. Also liaison with FIU and St. Thomas University (which recently (in past 2-3 years) established a Human Rights Institute.) STU has arguably the most diverse by country origin of number of students from abroad.
- c. Develop a program which utilizes the foreign and domestic press for MCIV and NCIV program PR distribution. Collaterally, leverage the association to obtain the \$30,000 annual grant or funding mentioned as possibility. Develop an annual PR schedule whereby the International Press Center "assists" (but not prepare press releases) on a monthly or event oriented budget and time frame for domestic and international distribution including the Media (Consumer, Business and Trade press) in formula for Corporate Market sponsorship of ad space and PR support in lieu of fees. There are about 20 qualified print and electronic (TV only) media in Miami.
- d. Offer some sort of "Trade Out" for Memberships to build cross-organizational participation and conserve fee based purchasing of reciprocal Memberships in all of targeted organizations in exchange for Membership.

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IV. Develop Model Prototype Database in support of new strategic focus on business and economic networking. This program will be developed and made available to members per this Business Plan following an accepted formula to be determined. This program is copyrighted by its developer, © 1997 Hammes Advertising Inc. whose concepts will result in a privately developed and or funded program, ultimately to be comprised of programming, software and hardware. It is the author's intention to donate the result for usage by the Miami group, while retaining all intellectual property rights and any future marketing rights as the author's private exclusive. The author agrees to pay a total of 3% of gross to NCIV/ MCIV (50%/50% split suggested) as royalty on any future revenue (with a contract and non-disclosure statement regarding same to come prior to program development and implementation.)

- a. Generate strategic business alliances with interested corporate entities for development: Software, Hardware, Data Storage and Web site server companies for R&D participation, with the promise of future product sales and intermediate marketing exposure as remuneration.
- b. Develop marketing program
- c. Develop necessary hardware, software and requisite pricing
- d. Market the availability of data to Members
- e. Tie database into National Association CIV, USIA and USAID for profiles of visitors, a key word sort feature, program profiles and cities participating to generate stateside corporate and civic interest, membership participation and revenues resulting from increased program participation.

V. Generate New Revenue Stream

- a. Through reposition of the corporate amenities, create and market new corporate membership categories.
 - 1) \$25,000 Combination of cash and in kind contributions
 - 2) \$10,000 In kind or combination
 - 3) \$5000 Cash, or in kind service match
 - 4) \$250 Corporate membership, or in kind service match
 - 5) \$100 Small business category, or in kind service match
 - 6) \$75 Family membership, or in kind service match
 - 7) \$ 50 Individual Membership, or in kind service match
 - 8) \$25 student; or 20 hours of Airport Greeting following training program in lieu of paid membership.
 - 9) Create a National Sponsor category (\$100,000 or in specific amounts above that figure) for companies like HP, Imation, Seagate and others to convince them to allocate significant recourse to the development of web q site in anticipation of future sales and marketing exposure to be derivative of their R & D support now while program is in development. I can create a Media package on all of the above which could include logos on stationary or newsletters as well as web site "ads" vis a vis each home page for a "wrapper".
- b. Solicit funds from Metro-Dade Commissioners. Previously scheduled for April. Go forward with collateral package as tool. *Reinstate paid*

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staff programming from these funds. (Are these acceptable expenditures?)

- c. Create demand from organizations to "generate" visitors through our data base and networking capabilities. Agree (via contract with USIA or NCIV) on an appropriate remuneration schedule for locally based visitors who ultimately end up in the NCI; USIA, US-AID pipeline.
- d. Reorganize the "Meet & Greet" functions, along with translation and other Center functions and services under a new private company, per the Meridian Group model. Act as sub-contractors to MCIV or whatever appropriate paying agency is responsible for payment

VI. Reposition MCIV in marketplace

- a. Explain interface between "volunteer diplomats" (I prefer using "the civilian arm of USIA and USAID) and how it works to influence public policy.
- b. ****Priority: Cultivate Business**
 - 1. Corporate benefits:
 - 2. As "feeder system" and as the "Gateway" to "access" to the federal program an US embassies and Missions abroad.
 - 3. Corporate memberships and sponsorships: Mission statement to be marketed in presentations and in brochure along with other benefits.
 - 4. Stress corporate and individual tax benefits as 501 (3c).
 - 5. Develop a system of financial credits for room nights, meals, shopping and other approved international visitor activities where traditionally, the NCIV visitor uses either USIA or USAID cash or its American Express Debit Card. Using whatever method, the like dollars generated through "trade-out" supplied by MCIV's corporate sponsors will be credited for cash to MCIV. Agreement of this issue and a formula (I suggest a 1:1 ratio) is, by far the most essential "selling tool" which we would do to generate substantial corporate support because the participating firms can be described to you as a great negotiating and leveraging tool for all parties concerned.
 - 6. Develop a system of financial credits where *Miami-generate CIV or member generated* business (visitors) when said member or MCIV generated participants in the program are accepted and upstreamed to NCIV or any appropriate governmental agency.
 - 7. Tie into other networking sources by computer and reciprocal agreement; for example: *gitimately write off the donations at par value.* while generating a serious "Avails" system of in kind goods and services (used in the Advertising/Media industries):
 - a. The London office of the Florida Department of Commerce
 - b. Florida Trade Data Bank
 - c. Private research (i.e., my Brazilian client for whom the research is the economic cornerstone of the "value added" benefits to be developed as a key sales pitch for MCIV membership.) I also have a reciprocal relationship with an Ad agency is in England currently inactive) that was facilitated by the London office of the Florida Department of Commerce. This group has developed a major computerized database which I

Please advise. In the mean time, I will begin today to input the Confidentiality Agreement, Matrices and Royalty Agreement. Your interim approvals as we go (like this) will go a long way to convincing both prospective donors. MCIV targeted members and myself of the likelihood that our vision here is endorsed as the path to success for this organization.

Sincerely,

Terry M. Hammes, MBA, President

Terry Hammes, MBA, President
HAMMES ADVERTISING INC.

cc: Board of Directors, Miami Council for International Visitors, Sherry Mueller,
Executive Director, National Council for International Visitors, Imation, Motion
Trading Co. Inc., John M. Thomson, Esq.

FROM 2022050792 USTA

(FRI) 2. 27. 98 18:34/ST. 18:33/NO. 4260323806 P 1

TELEFAX MESSAGE



**U.S. INFORMATION AGENCY
301 4TH ST., SW - ROOM 255
WASHINGTON, DC 20547
PHONE (202/619-5217)
FAX (202/205-0792)**

**FROM: JIM POLLOCK
DEPUTY DIRECTOR
OFFICE OF INTERNATIONAL VISITORS**

DATE: 2/27/98

TO:

Terry Hammes
(305) 667-0440

SUBJECT:

GSA

-AOL Postmaster

----- The following addresses had permanent fatal errors -----
<hammes.ads@aol.com>

?

PAGE #1 OF 2

FROM 2022050792 USIA

FRID 2 27 98 18:34/ST 18:39/NO 4263523806 P 2

To: x@xgate(hammes.ads@aol.com)
Cc: "Pollock, James"@PC_LAN_Users.USIA, NCIV - Sherry
Mueller@PERSONAL.E.USIA, "Ritornato, Shelly"@PC_LAN_Users.USIA
From: Fitz, Richard
Subject: CIV Database
Date: 02/27/98 Time: 2:46p

Terry -

As I mentioned to you several days ago, we have decided to use a "GSA Services Contract" to procure the software needed by CIVs to download relevant project and bio-data; search and select local contacts by subject; produce program books and letters; input results data; and upload contact and results data to the EVDB. The application will be written in Delphi and will probably use an Access or Foxpro database as a backend.

As you know, USIA's most immediate interest is in supporting the program functions of the CIVs. For this reason, we decided several years ago -- when we first discussed this project with Lula Rodriguez -- to focus initially on the above functions. Other functions -- such as membership, publications, promotion and accounting -- may well be added to the software in subsequent releases, depending on the interests and needs of the CIVs. These priorities have been confirmed by our CIV database working group.

Here is the information you requested on GSA services contracts:

Mr. Chuck Potelka is responsible for marketing at GSA. His phone number is (703) 305-7573. Ms. Pam Rogers is responsible for distribution of solicitations at GSA, and her phone number is (703) 305-3022. GSA's web site -- www.gsa.gov -- may also be helpful. If you are interested in competing for phase 1 of the CIV project, please send me a GSA services contract by the end of the month, so I can consider the qualifications of the company you elect to work with.

Hope this helpful!

Richard



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March 3, 1997

Mr. James C. Pollock, Deputy Director
Office of International Visitors
United States Information Agency
301 4th Street, SW
Washington, DC 20547

Dr. Eduardo Padron, President
Ricardo Bernardo, Senior Program Officer
Miami-Dade Community College
300 N.E. 2nd Avenue
Miami, FL 33132

Ref.: Project Development Outline for Joint Membership Development for
Miami Council of International Visitors and the International Visitor Program at
Miami-Dade Community College, with Model and Replication Linkage to Federal
Programs and Other Cities.

Dear Mr. Pollock:

Thank you for your continued interest and feedback regarding our private initiative to develop a Marketing Program Prototype for the Miami/South Florida area for USIA, the Member cities of the National Council for International Visitors and USAID. As outlined in my initial outline, dated February 21, 1997, this Proposal is comprised of several components, all supported by a cohesive underlying marketing strategy.

Project Definition: Business Plan: A proprietary strategic approach combined with information technology, supported by software technology, resulting in a proprietary package comprised of:

- 1) Business Plan
- 2) Strategic Plan: Short-term and 5 year
- 3) Computer Programming
- 4) Community outreach components:
 - 4a) Shared Organizational Memberships (Reciprocal trade-off or leveraged considerations).
 - 4b) Shared data base and linkage.
- 5) Proprietary Software Program to be developed. Grants for R&D dollars sought.
- 6) Collaboration with high technology companies for hardware, R&D assistance (for emerging technology), contribution of their time and expertise for Miami prototype development model for hardware donation to Hammes Advertising; with the resultant product (IT, software, hardware, internet & web site package) collectively to be defined as the "Product, with Hammes Advertising retaining full international rights:
 - 6a) Full Intellectual property rights
 - 6b) Full International Copyrights
 - 6c) Full International Marketing Rights (Hammes intends to enter into a licensing agreement with the most cooperative high tech company.)
 - 6d) Full Autonomy to use "prototype" for development of other related and unrelated commercial applications.

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7) For example:

- 7a) Customized home page development for specific client or organizational requests.
- 7b) Consulting contracts for customization in future cities.
- 7c) Add ons that are fee based options or modules (which are compatible.)

8) Project scope; Create:

- 8a) A local network
- 8b) Develop a standardized data base for programming international visitors based on criteria to be developed jointly with federal requirements, local programmer criteria, Congressional oversight reporting and tracking statistics, and consumer - driven requirements. Correlate with US Embassies and Missions abroad through the US Department of State.
- 8c) Tiered levels of security clearances.
- 8d) General tracking method: Emphasis on Projects funded as a direct result of USIA and CIV programs for top-down and up-streamed marketing efforts.

9) Plug In Compatibility with other Federal programs

- 9a) Department of Commerce (National Trade Data Base, Local Trade Data Bases, Congress)
- 9b) Improved communication between cities and Federal program funding sources.

10) Future: Replicate model for expansion to potential market of 130 CIV and to to establish program start-up in new cities.

- 10a) Develop marketing materials derivative of Miami model plus additional emphasis on the success of model in terms of:
 - 1) Program proficiency
 - 2) Visitors generated locally into system
 - 3) Resultant transactions in both direct project dollars and soft dollars jobs to community and money spent by visitors or resultant derivative affects.
- 10b) Replicate model for re-sale / use to other cities
- 10c) Target "Gateway" cities:
 - 1) Cite strategic goals and local industry / commerce objectives.
 - 2) Match to USIA/USAID program objectives.
 - 3) Tie to US State Department missions.

11) Software Development Requirements:

- 11a) "Key Word sort" program features:
- 11b) Department of Commerce (National Trade Data Base, Local Trade Data Base).
- 11c) Language:
 - 1) HTML (Hyper Text Markup Language)
 - 2) GIFF/JPEG: Graphics and Photos



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- 11d) Network Server: Hewlett-Packard LX Pro: 2 Gigs RAM (up to 12 expansion capability; and has 12 Hard drives internally with expansion capability for @ 200 Megahertz each).
- 11e) Compatibility: Supports cross platform uses: PC, UNIX and Apple; Hosts 4 Pentiums
- 11f) Data Storage, PC Card required.
- 11g) Web site development is to be done with off-the-shelf programs, popularly priced. Components and features to be researched prior to final selection.
- 11h) Customized "PC Business Card" Diskette: A multimedia computer diskette (PC compatible) will be developed as part of package. Will have animation, photos and interactive components for marketing and project explanation.
- 11i) Proprietary Programming/Programmers: A series of US Department of Defense cleared (US contacts) programmers to work on modules directly for, and with Hammes Advertising in a project to be developed in a cooperative effort between M-DCC, USIA, USAID, and Private high technology firms.

Marketing, etc. This "Project" is a business generator in terms of "Memberships" to CIV's. It is not contemplated (and in fact is not feasible) to "sell" this information. This is a business strategy which represents an opportunity for like-minded businesses, individuals and institutions to join a group whose mission is to host, train, teach, influence and do business with those select foreign guests in the furtherance of US policy. It also represents a significant manner to "screen" those entities who wish to do business with the US government through private sector joint initiatives, both here and abroad. (See Newsweek, Garten, Jeffrey E., (1997, March). Vol. CXXIX, No. 13).

Donation to Miami of USE of "product": "Hammes Advertising is donating the use of this product to the Miami group(s). M-DCC can network into it from their servers. MCIV and M-DCC.

Equipment: R&D support, technical support sought from the high-tech companies.

Project funding: USAID and USIA, the Miami Press Center, M-DCC research grants and/or others sought.

Timeline: 1-2 years depending on funding support. One year for local prototype; one year for federal tie in. At the end of the 3rd quarter, anticipate selling locally. Require approval to use and market the USAID/USIA endorsement and cooperative aspects of project development in promotion elements. At that time, co-op dollars from the media would be sought

Corporate Program: Development of CIV revenue generating benefits for the new focus of CIV participation: Corporations.



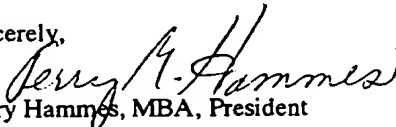
HAMMES ADVERTISING, INC.

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Revenue Stream Generated: Suggest an even split between the M-DCC group and MCIV.
to encourage cooperation. Or, suggest the memberships be directed according to
program mission objectives (USIA: institution, cultural, quasi-governmental and
USAID: for Business development memberships).

Start-up Components and Modules of Program:

- 1) To generate membership in NCIV's on a tiered basis software program to be developed
- 2) Initially, membership is based on access to combined business plan strategy and access to data. (it will expand exponentially over time once implemented).

Sincerely,


Terry Hammes, MBA, President

FROM 2022050792 USIA

(MON) 3:10:07 18:36/ST. 18:36/NO. 4260323997 P 1

TELEFAX MESSAGE



**U.S. INFORMATION AGENCY
301 4TH ST., SW - ROOM 255
WASHINGTON, DC 20547
PHONE (202/619-5217)
FAX (202/205-0792)**

**FROM: SEQUITA ROBINSON
OFFICE OF INTERNATIONAL VISITORS**

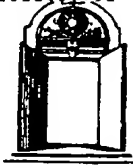
DATE: 3/10/1997

TO: Terry Hammes
HAMMES Advertising, Inc.

SUBJECT: Services to International
Visitors - MIC Grant Proposal

FROM: 2022050792 USIA

(MON) 3. 10' 97 18:37/ST. 18:36/NO. 4260323987 P 2



Meridian International Center

RENEWAL GRANT PROPOSAL TO U.S. INFORMATION AGENCY FOR SERVICES TO INTERNATIONAL VISITORS - FY 1997

Submitted by:

**Meridian International Center
1630 Crescent Place, N.W.
Washington, D.C. 20009**

Submitted to:

**United States Information Agency
Bureau of Education and Cultural Affairs
Grants Management Division, E/XE, Room 326
Reference: E/VC/97-8
301 4th Street, S.W.
Washington, D.C. 20547**

August 15, 1996

Promoting international understanding through the exchange of people, ideas, and the arts
1630 Crescent Place, N.W. Washington, D.C. 20009 Tel: 202-667-6800 Fax: 202-667-1475

FROM 2022050792 USIA

(MON) 3:10:97 18:37/ST. 18:36/NO. 4260323987 P 3

OMB Control Number 3100-0001
Expiration Date 4/30/98

BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS ASSISTANCE AWARD PROPOSAL COVER SHEET

1. DATE SUBMITTED 8/15/96	2. REFERENCE NUMBER # E/VC/97-8	3. GRANT NUMBER
------------------------------	------------------------------------	-----------------

APPLICANT INFORMATION

LEGAL NAME: MERIDIAN INTERNATIONAL CENTER	ORGANIZATIONAL UNIT:
ADDRESS (give city, state, zip) 1630 Crescent Place, N.W. Washington D.C. 20009	Name, telephone and fax number (with area code) of the person to be contacted on matters involving this application. Patricia Ann Johnson Phone: (202) 667 6800 FAX (202) 667-1475

4. EMPLOYER IDENTIFICATION NUMBER (EIN): 5 3 - 0 2 5 9 6 6 3

5. TYPE OF APPLICANT: J

- | | | |
|--------------|--|--------------------|
| A. State | E. Special District | I. Individual |
| B. County | F. Independent School District | J. Non-Profit Org. |
| C. Municipal | G. State Controlled Inst. of Higher Learning | K. Other (Specify) |
| D. Township | H. Private University | |

7. TYPE OF APPLICATION:

☐ New ☒ Continuation ☐ Revision

If Revision, provide appropriate letter(s). _____

- | | |
|-------------------|----------------------|
| A. Increase Award | C. Increase Duration |
| B. Decrease Award | D. Decrease Duration |

OTHER: _____

8. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:

Services to International Visitors

9. AREAS/COUNTRIES AFFECTED BY PROJECT:

Worldwide (visitors from countries in all regions)

10. PROJECT DESCRIPTION: Meridian International Center will provide hospitality and community services for International Visitors to the US to facilitate contact with Americans; educational and cultural programs where visitors can become more knowledgeable about the US and other cultures; and airport arrival assistance and orientation programs for USIA sponsored International Visitors

11. PROPOSED PROJECT:

Start Date	Ending Date
10/1/96	9/30/97

14. ESTIMATED FUNDING: Level 15%

a. Federal	117,401	99,791	.00
b. Applicant			.00
c. State			.00
d. Local			.00
e. Other	1,235,373	1,235,373	.00
f. Program Income			.00
g. TOTAL	1,352,774	1,335,164	.00

12. J-1 VISA DESIGNATION:

Not applicable

13. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?

☐ YES ☒ Yes attach an explanation ☒ NO

15. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED

a. Typed Name of Authorized Representative Patricia Ann Johnson	b. Title Vice President, Developmt.	c. Telephone number (202) 667-6800
d. Signature of Authorized Representative		e. Date Signed 8/15/96

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
560

PCT/US 00/00382

FROM 2022050792 USIA

(MON) 3. 10' 97 18:38/ST. 18:36/NO. 4260323987 F 4

Summary

FROM 2022050792 US: A

(MON) 3:10:27 19:39/ST. 19:36/NO. 4260323987 P 5

USIA Grant Request

EXECUTIVE SUMMARY

Meridian submits this proposal for renewal assistance for services to international visitors for Fiscal Year 1997. As instructed in the August 1 letter from the Office of International Visitors, Meridian submits a request for two different funding levels: \$117,401, the amount granted in FY96; and \$99,791, a reduction of 15%. The level of services will depend on the funds received from USIA and other donors.

From the time the institution was founded, Meridian has leveraged grants received from USIA by securing funds from other U.S. Government agencies, from private sector sources and by using volunteers. Meridian has consistently sought ways to efficiently provide high-quality services to international visitors and other community members at the lowest possible cost.

Meridian has always been able to effect economies of scale because of this leveraging. However, reduced government funding last year, with similar prospects for the future, has had an impact on Meridian's operations. First, other income sources have not replaced, nor were they expected to, the loss of government funds and, second, reductions in government funding have necessitated institution-wide reductions in staff with a concomitant loss of some of those economies of scale.

Services to be provided under this grant in FY97 include:

Hospitality and Community Services: Meridian will provide hospitality and community services for international visitors to the National Capital area. These services, provided largely by Meridian's diverse volunteer corps, facilitate communication between visitors and Americans. These services include: home hospitality, Capitol Hill "insider" tours, provision of information on Washington, and a telephone language bank.

Educational and Cultural Programs: Meridian offers international visitors the ability to

Meridian International Center

PCT/US 00/00382

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Patent Pending 60/115,343
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FROM 2022050792 USIA

(MON) 3. 10' 97 18:39/ST. 18:36/NO. 4260323937 P 6

NR111111

USIA Grant Request

**MERIDIAN INTERNATIONAL CENTER
RENEWAL GRANT PROPOSAL TO U.S. INFORMATION AGENCY
FOR SERVICES TO INTERNATIONAL VISITORS - FY 1997**

Meridian International Center requests a renewal assistance award for services to international visitors for Fiscal Year 1997. As instructed by USIA, Meridian submits budgets for funding at two different levels: \$117,401, the amount granted in FY96, and \$99,791, which represents a reduction of 15% from FY 1996. The level of services to be provided will depend on the level of funds received from USIA.

As in previous years, services to be provided fall within three major categories:

Hospitality and Community Services
Educational and Cultural Programs
Airport Reception Services

Meridian has always taken great pride in providing a maximum level of high-quality services at a minimal price. The need for cost-effectiveness and efficiency has long been recognized as critical by Meridian, and efforts to constantly improve in this area are an everyday part of the institution's operations. In fact, Meridian's Board of Trustees has always taken a firm stand on ensuring that the organization is efficiently managed.

That said, Meridian doubts that further cost savings can be enacted in the services outlined in this report. Two directions to be taken in FY97 -- updating computer software to a Windows format (to be compatible with Meridian's Programming division software) and a reorganization of program activities -- may, in fact, increase costs in the short term. These directions are expected to increase staff productivity in the long-term, though, which is why Meridian

FROM 2022050792 USIA

(MON) 3. 10. 97 19:39/ST. 18:36/NO. 4260323937 P 3

USIA Grant Request

undertakes them at this time.

Meridian leverages all USIA funds by obtaining contributions from private sector sources and by making use of volunteers and unpaid student interns whenever possible. Hospitality and community services, for example, are carried out largely by Meridian's dedicated corps of volunteers, managed and coordinated by Meridian's Volunteer Coordinator. This allows a wide range of services to be custom-designed and provided on a flexible basis for a minimal cost. Other examples of Meridian's efforts to increase efficiency while keeping costs at a minimum include the use of volunteer docents and tour guides for art exhibitions; the work done by interns, who receive academic credit in exchange for working pro-bono for Meridian; the donation of clerical help by a corporation specializing in temporary help; and the waiver of standard professional fees by speakers at Meridian seminars and by musicians at Meridian concerts and performances.

Cost-sharing is provided for all services described in this proposal. Other government agencies, private companies, foundations and individuals provide a significant proportion of the funds associated with these programs. The level of individual donations and private sector support to Meridian is not expected to increase in FY97: donors have reached their funding limits in the last year due to cutbacks in government support of nonprofits.

Hospitality and Community Services for International Visitors

Meridian will continue to provide hospitality and community services for both USIA-sponsored and independent international visitors to the Washington, D.C. area, with an emphasis on sponsored visitors. These services are designed to facilitate communication between international visitors and Americans, fostering goodwill and understanding.

FROM 2022050792 USIA

(MCN) 3 10 97 18:40/ST. 18:36/NO. 4260323937 P 9

USIA Grant Request

The keys to the success of this program are the volunteers who give thousands of hours per year as home hospitality hosts, tour guides, language translators, office assistants and escorts. The volunteers reflect the diversity of the U.S., representing an array of racial and religious groups, ages, family structures, professions, lifestyles and experiences. This diversity allows international visitors to experience the variety among the American populace as a whole. Hospitality and community services, and the volunteers who are instrumental in providing them, are managed by Meridian's Volunteer Coordinator. During FY95, the most recent full year for which statistics are available, these volunteers provided 8,915 hours of services.

In FY 1997, the range of hospitality and community services Meridian will provide for international visitors will include:

Home Hospitality - Meridian will arrange for international visitors, including USIA-sponsored visitors programmed by agencies other than Meridian, to be welcomed into the homes of American volunteers for dinner and conversation. These evenings offer visitors an opportunity to experience family life in the U.S. and to establish relationships with Americans in an informal setting, providing both with valuable insights and understanding of other cultures.

Capitol Hill "Insider" Tours - Meridian will continue to offer international visitors Capitol Hill tours conducted by Congressional staffers or other government "insiders". The volunteer guides will brief the visitors on the U.S. federal system and will take them on a tour around the Capitol, providing a unique behind-the-scenes perspective. Many of these guides are also knowledgeable in architecture and history. The guides will hold question and answer discussions with visitors, making the tours valuable sources of information. This service is available to all USIA-sponsored international visitors, including those programmed by agencies other than Meridian.

FROM 2022050792 USIA

(MON) 3.10.97 18:41/ST. 18:36/NO. 4260323937 P 10

USIA Grant Request

Meridian continues to recruit new volunteer tour guides. Roll Call, the newspaper of Capitol Hill, regularly runs classified announcements for Meridian, at no cost, requesting volunteers. During the past year, Meridian has made a concerted effort to develop closer relationships with Members of Congress and their staffs; new relationships help in recruiting volunteers for these tours. This pattern will be maintained for the foreseeable future.

Information on Washington - Meridian provides multilingual brochures, maps and other information on Washington to international visitors.

Telephone Language Bank - Meridian has a telephone language bank, using multilingual volunteers managed by paid personnel, which is available to assist international visitors or other community members who are unable to communicate in English. The Language Bank provides language interpretation via telephone, helping to minimize the frustrations and problems that can arise when non English-speaking visitors are traveling in the U.S. Language bank assistance will be available in 46 different languages from 6:00 a.m. to 7:00 p.m., Eastern Standard Time, during the work week; on weekends an answering service will direct emergency calls to volunteers.

Meridian is requesting funds for hospitality and community services as noted on the attached budget sheet. USIA funding will be supplemented through cost sharing from other sources.

Fewer services will be offered in FY97: Meridian will not offer foreign language tours except on a fee-for-service basis; and the operational hours for the language bank have been contracted by three hours a day during the week. If Meridian receives 15% less in funding for this category, further reductions in services will need to be effected.

Final budgets for Meridian's programs have not yet been determined; the Meridian Board will

Meridian International Center

USIA Grant Request

vote on the institution's budget at a special meeting on September 25, 1996. It is likely that final budgets will be linked to the amount of funding available from USIA. The private sector will not be able to cover shortfalls created by reductions in government funding. This means that the types and levels of hospitality and community services that Meridian can provide to international visitors and other community members will have to be reduced as levels of USIA funding decline.

Educational and Cultural Programs

Meridian offers the opportunity for international visitors to participate in a range of activities with Americans which are designed to broaden their knowledge about the U.S. and other nations, contemporary global issues and worldwide arts and cultural traditions. In addition, USIA-sponsored international visitors are asked to speak to local groups on topics of particular interest to Americans, if their schedules permit. These educational and cultural programs engage visitors and Americans in dialogue and exchange, increasing international understanding and insight.

Meridian conducts programs on a variety of current topics and issues related to foreign affairs. Prominent speakers from government, academia, business, journalism and related fields share their insight and knowledge with diverse audiences at Meridian. International visitors have the opportunity to participate in these programs, and often use the informal receptions which follow the events to continue discussions with a cross-section of Americans.

Because the FY96 USIA grant for this service was substantially reduced, Meridian conducted only 55 lectures, seminars and conferences on international political and economic topics, rather than the 70 planned at the outset of the fiscal year. For FY97, Meridian will offer 50 programs; if funding is reduced by another 15%, there will be a corresponding reduction in numbers of

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FROM 2022050792 USIA

(MON) 3:10:97 18:42/ST. 18:36/NO. 4260323987 P 12

USIA Grant Request

programs offered.

Meridian also offers a host of international cultural activities, including exhibitions, concerts and other special events. The Gwendolyn Cafritz galleries in White-Meyer House, as well as the exhibit space in Meridian House, display impressive art collections from around the world. International visitors programmed by Meridian regularly view these works when they meet with their Program Officers, are invited to exhibit openings, and are able to participate in special exhibit tours if they wish. Plans for FY97 include exhibits from Spain and twenty Latin American countries; France; Switzerland; and the first comprehensive exhibit in the United States of art from Viet Nam since the resumption of diplomatic relations with that country.

In addition to exhibitions, Meridian offers concerts and other performances which showcase international themes and the diversity of U.S. culture. In FY97, eight concerts are scheduled.

Meridian is requesting funds for educational and cultural programs as noted on the attached budget sheet. USIA funding for this category will be supplemented through substantial cost sharing from other sources, both public and private. If Meridian receives 15% less in funding for this category from USIA, further reductions will need to be effected.

Final budgets for these programs have not yet been determined; the Meridian Board will vote on the institution's budget at a special meeting on September 25, 1996. It is likely that final budgets will be linked to the amount of funding available from USIA. The private sector will not cover all shortfalls created by reductions in government funding.

FROM 2022050792 USIA

(MON) 3.10.97 18:42/ST. 18:36/NO. 4260323987 P 13

USIA Grant Request

Airport Reception Services

In FY 1997, Meridian plans to continue its airport reception program. This service provides trained Meet Officers who meet arriving international visitors at local airports. Meet Officers provide visitors with a warm and friendly welcome, assist with luggage retrieval, transport the visitors to their hotels, assure a satisfactory check-in and provide information on the next day's appointments. This service provides visitors with a positive first impression of the U.S. and of USIA's program, and can be a critical factor in ensuring that the overall visit goes smoothly.

As requested in the August 1 letter from the Office of International Visitors, Meridian will use USIA funds to ensure a continued capability to receive and transport visitors in a professional and effective manner.

While the airport reception services provided to international visitors have always been exceptional, Meridian feels that its management of the financial information and USIA's usage of the service could both be improved. Meridian suggests, then, that during FY 1997

- ◆ regular meetings with appropriate people in USIA take place. This would allow for continual discussion of how to effect efficiencies as well as how to help USIA make better use of the service.
- ◆ a new system for tracking the permutations of airport meets and costs be instituted at Meridian. This suggestion is inspired in large part by the needs of this grant for a better handle on Meridian's airport operation *in toto*. This new system may give Meridian an ability down the road to effect cost savings. It has recently become difficult to accurately project airport meet costs because of significant fluctuations among the various users such as USIA.

FROM 2022050792 USIA

(MON) 3. 10. 97 13:43/ST. 13:36/NO. 4260323987 P 14

USIA Grant Request

Meridian is requesting funds for airport reception services as noted on the attached budget sheet. At this level of support, Meridian will meet up to 200 visitors; any number over that total will be charged on a per/meet basis at a price negotiated with USIA. Meridian also remains ready to discuss the possibility of assisting USIA with meets in Miami or elsewhere. If Meridian receives 15% less in funding for this category, reductions will need to be effected through discussion with USIA.

USIA funding will be supplemented through cost sharing from other sources, both public and private. Please note that the cost share portion of this category is much larger than in previous years, so that the budget more accurately reflects total expenses for this operation. This budget is directly linked to the amount of funding available from USIA (and AID). Private sector usage will not increase sufficiently to cover shortfalls created by reductions in government funding.

Conclusion

Meridian International Center requests a renewal assistance award from the Office of International Visitors of USIA to continue its services for international visitors. These services provide opportunities for visitors to interact with a diverse group of Americans, promoting improved understanding of the U.S. by visitors and an improved knowledge of other cultures by Americans. By promoting informal interaction, Meridian's services foster dialogue on the U.S. political, social and economic systems and enhance the more formal professional study programs provided by USIA.

Meridian International Center
Renewal Grant Request to U.S. Information Agency for
Services for International Visitors

Budget No. 1 (Level)

Expenditure Item	FY 1996 USIA Funding Level	FY 1996 Actual Costs	FY 1997 USIA Funding Requested	FY 1997 Cost Shared	Total FY 1997 Budget	% Difference Between 1 and 2
Hospitality and Community Services	\$44,652	\$136,637	\$44,000	\$3,374	\$47,374	-1.5%
Educational and Cultural Programs	\$36,199	\$1,236,875	\$36,401	\$1,163,599	\$1,200,000	0.6%
Airport Reception Services	\$36,550	\$31,692	\$37,000	\$68,400	\$105,400	1.2%
TOTAL	\$117,401	\$1,405,204	\$117,401	\$1,235,373	\$1,352,474	0.0%

Budget No. 2 (15% Reduction)

Expenditure Item	FY 1996 USIA Funding Level	FY 1996 Actual Costs	FY 1997 USIA Funding Requested	FY 1997 Cost Shared	Total FY 1997 Budget	% Difference Between 1 and 2
Hospitality and Community Services	\$44,652	\$136,637	\$37,400	\$3,374	\$40,774	-16.2%
Educational and Cultural Programs	\$36,199	\$1,236,875	\$30,941	\$1,163,599	\$1,194,540	-14.5%
Airport Reception Services	\$36,550	\$31,692	\$31,450	\$68,400	\$99,850	-14.0%
TOTAL	\$117,401	\$1,405,204	\$99,791	\$1,235,373	\$1,335,164	-15.0%

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
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FROM 2022050792 U31A

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Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
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PCT/US 00/00382

FROM 2022050792 USTA

(MON) 3.10.97 18:45/ST. 18:36/NO. 4260323937 P 17

Budget Narrative

FROM 2022050792 USIA

(MON) 9:10:97 19:45:ET 13:35/NO. 1260323987 P 18

ASSISTANCE AWARD PROPOSAL COVER SHEET

1. DATE SUBMITTED 8/15/96	2. REFERENCE NUMBER # E/VC/97-8	3. GRANT NUMBER
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APPLICANT INFORMATION

4. LEGAL NAME: MERIDIAN INTERNATIONAL CENTER	ORGANIZATIONAL UNIT:
5. ADDRESS (give city, state, zip) 1630 Crescent Place, N.W. Washington D.C. 20009	Name, telephone and fax number (with area code) of the person to be contacted on matters involving this application. Patricia Ann Johnson Phone: (202) 667 6800 FAX (202) 667-1475

6. EMPLOYER IDENTIFICATION NUMBER (EIN):	<u>5</u> <u>3</u> - <u>0</u> <u>2</u> <u>5</u> <u>9</u> <u>6</u> <u>6</u> <u>3</u>
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7. TYPE OF APPLICANT: <u>J</u>	7. TYPE OF APPLICATION: <u> </u> New <u>X</u> Continuation <u> </u> Revision If Revision, provide appropriate letter(s). <u> </u> A. Increase Award C. Increase Duration B. Decrease Award D. Decrease Duration OTHER: <u> </u>
State E. Special District I. Individual County F. Independent School District J. Non-Profit Org. Municipality G. State Controlled Inst. of Higher Learning K. Other (Specify) Township H. Private University	

8. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Services to International Visitors	9. AREAS/COUNTRIES AFFECTED BY PROJECT: Worldwide (visitors from countries in all regions)
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10. PROJECT DESCRIPTION: Meridian International Center will provide hospitality and community services for International Visitors to the US to facilitate contact with Americans; educational and cultural programs where visitors can become more knowledgeable about the US and other cultures; and airport arrival assistance and orientation programs for USIA sponsored International Visitors

11. PROPOSED PROJECT:	14. ESTIMATED FUNDING: Level 15%
Start Date Ending Date	a. Federal 117,401 99,791 .00
10/1/96 9/30/97	b. Applicant .00
12. J-1 VISA DESIGNATION: Not applicable	c. State .00
	d. Local .00
	e. Other 1,235,373 1,235,373 .00
13. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <u> </u> YES if "Yes" attach an explanation <u>X</u> NO	f. Program Income .00
	g. TOTAL 1 352,774 1,335,164 .00

15. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED

a. Typed Name of Authorized Representative Patricia Ann Johnson	b. Title Vice President, Developmt.	c. Telephone number (202) 667-6800
d. Signature of Authorized Representative <i>Patricia Ann Johnson</i>	e. Date Signed 8/15/96	

GREATER MIAMI COUNCIL FOR INTERNATIONAL VISITORS

Financial Plan- March 13, 1997 - Sept. 30, 1997

<u>Projected Revenue</u>	<u>Amount</u>
Cash on Hand - 3/13/97	\$ 3,014.00
USIA Payment for Completed A/P Meets	1,040.00
Wolfson Trust Income	1,140.00
Membership Dues- (30@25.)	750.00
Programming Income	800.00
Miscellaneous Receipts	200.00
	<hr/>
Total Available Funds	\$ 6,944.00
 <u>Expenses</u>	
Airport Meet & Greet- March, 1997	\$ 270.00
Travel expenses for NCIV Conference	1,400.00
Telephone	780.00
Postage	200.00
Office Supplies	120.00
Equipment Maintenance	125.00
Equipment Storage	240.00
Programming Commission (Rosa O'Neill)	480.00
Administrative Assistant Salary 3 days per week- (3 hours @ 7.50)	1,890.00
Payroll Taxes	300.00
Membership Events	300.00
Miscellaneous	300.00
	<hr/>
Total Expenses	\$ 6,405.00
Projected Bank Balance Oct. 1, 1997	<u><u>\$ 539.00</u></u>

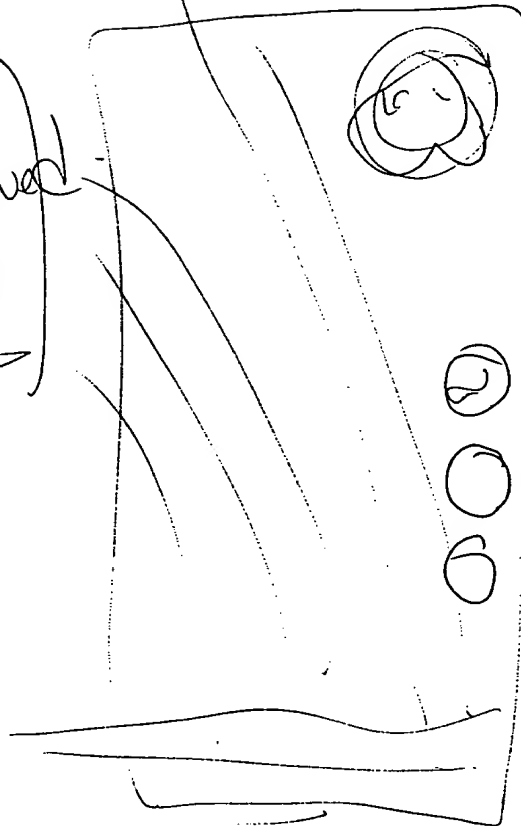
GREATER MIAMI COUNCIL FOR INTERNATIONAL VISITORS

Financial Report March, 1997

<u>Revenue</u>	<u>Amount</u>
Opening Balance	\$ 118.25
USIA Payments for A/P Meets	1,700.00
Wolfson Trust Income	186.87
Transfer for MM	1,796.76
Total Revenue	<u>\$3,801.88</u>
 <u>Expenses</u>	
Airport Meet & Greet- March, 1997	\$ 350.00
Travel expenses for NCIV Conference	494.00
Telephone- Long Distance	24.25
Postage	-0-
Office Supplies	-0-
Equipment Maintenance	-0-
Equipment Storage	-0-
Programming Commission (Rosa O'Neill)	-0-
Administrative Assistant Salary	567.95
Payroll Taxes	118.20
Membership Events	
Miscellaneous	
Total Expenses	<u>\$ 1,554.40</u>
 Closing Balance	 <u>\$ 2,247.48</u>

Access to International
Business & Friendships
through Public Diplomacy

may
~~Thurs~~ wed
mar
7pm



May 2
8:20

govt
7

FACSIMILE TRANSMITTAL COVER SHEET

FROM:
RICARDO J. BERNARDO
Senior Program Officer
INTERNATIONAL VISITOR PROGRAM
AT MIAMI-DADE COMMUNITY COLLEGE
Office of the District President
300 N.E. Second Avenue
Room 1423
Miami, FL 33132-2297
Ph- (305) 237-3552
FX- (305) 237-3228

TO: MS. TERRY HAMMES
PRESIDENT
HAMMES ADVERTISING

FAX NUMBER: 667-0440

DATE: MARCH 14, 1997

NUMBER OF PAGES (Including Cover Sheet): 24

COMMENTS:

PLAN FOR "AN INTERNATIONAL AFFAIRS ORGANIZATION" AT MIAMI-DADE
COMMUNITY COLLEGE.

MASTER PLAN
FOR AN INTERNATIONAL AFFAIRS ORGANIZATION AT
MIAMI-DADE COMMUNITY COLLEGE

SECTION I

OPPORTUNITIES AND FUTURE POTENTIAL

OPPORTUNITIES FOR MDCC AS AN INSTITUTION

I. Strengthen MDCC's Role as a Leader in "International Education"

The organization would provide MDCC's students and staff with opportunities to interact with prominent foreign professionals, take part in international events, work overseas, learn about the international marketplace and foster a "global outlook," thus solidifying MDCC image as an educational institution with a "21st Century Vision".

II. Advance the Understanding of "International Affairs" in the Community

The organization would expose the citizens of Dade County to an "international marketplace of ideas" through lectures, conferences, cultural programs and specials events. The organization would also administer a roster of local volunteers to assist organizers of international events taking place in Dade County.

III. Attract Overseas Students to MDCC Educational Programs

MDCC could promote its professional training programs and English language courses among the international guests serviced by the organization. Foreign businesses, health care and criminal justice entities, government agencies, individual professionals and college-age youth would become MDCC students and, further establish MDCC as an educational institution that caters to the international community.

IV. Site for Conferences of USIA Group Projects

USIA regional, and multi-regional group projects coming to Miami could use MDCC facilities for one or two-day seminars on topics such as: drug education, ethnic politics, women's issues, law enforcement, immigration, etc. Media coverage of such seminars would provide publicity for MDCC.

DISKILL PRESIDENT OFF TEL: 305-237-3761

Mar 14 91 10:24 AM 0000 1.00

4/

FUTURE POTENTIAL

I. Site for a "Business Center for Global Collaborations" *HH*

The organization would evolve into a "Clearing House" for information on international contacts and services, and would unite local resources with business leaders of the world. This "Center for Global Collaborations" would be funded and administered through a partnership with local government and businesses.

II. Provide International Services to Local, State and Federal Governments

The organization could serve as liaison between Dade County and international programs administered by other federal agencies besides USIA, such as AID, Department of Commerce, Department of State, DEA, FBI, Department of Defense, etc. The organization could also provide international services to both the County and the State Governments. Services would include international referrals, programming for foreign guests, assistance in international events, relations with the Consular Corps, and involvement in the Sister Cities Program. By becoming an important regional center for U.S. interests overseas, the organization would bring prestige and recognition to MDCC, not only in South Florida, but in Tallahassee, Washington D.C. and overseas. *(51)*

III. USIA Assistance to Enhance MDCC International Events

Through the link the organization would provide with USIA, international events sponsored by MDCC could be enhanced with participants that could travel to Miami on USIA programs such as Voluntary Visitors, Fulbright and Citizens Exchanges. Through the organization, U.S. Embassies overseas could also assist in identifying candidates for MDCC international events. (Ex: USIA assistance for the 1998 MDCC "Inroads: The Americas" Conference, a hemispheric meeting of arts organizations.) *(51)*

IV. Co-Sponsorship of International Conferences

MDCC could co-sponsored, with USIA and other organizations, international conferences on Civic Education, Drug Education, Trade, Immigration, the Environment, etc. These conferences would attract extensive media coverage and continue securing Miami's status as an international crossroads.

FACSIMILE TRANSMITTAL COVER SHEET

FROM:
RICARDO J. BERNARDO
Senior Program Officer
INTERNATIONAL VISITOR PROGRAM
AT MIAMI-DADE COMMUNITY COLLEGE
Office of the District President
300 N.E. Second Avenue
Room 1423
Miami, FL 33132-2297
Ph- (305) 237-3552
FX- (305) 237-3228

TO: MS. TERRY HAMMES

FAX NUMBER: 667-0440

DATE: MARCH 20, 1997

NUMBER OF PAGES (Including Cover Sheet): 11

COMMENTS:

REVISED PAGES OF MASTER PLAN.

FUTURE POTENTIAL

I. Site for a "Business Center for Global Collaborations"

The organization would evolve into a "Clearing House" for information on international contacts and services, and would unite local resources with business leaders of the world (this project would be developed in a partnership with Hammes Advertising, Inc.) The "Center for Global Collaborations" would be funded and administered through a partnership with local government and businesses.

II. Provide International Services to Local, State and Federal Governments

The organization could serve as liaison between Dade County and international programs administered by other federal agencies besides USIA, such as AID, Department of Commerce, Department of State, DEA, FBI, Department of Defense, etc. The organization could also provide international services to both the County and the State Governments. Services would include international referrals, programming for foreign guests, assistance in international events, relations with the Consular Corps, and involvement in the International Program. By becoming an important regional center for U.S. interests overseas, the organization would bring prestige and recognition to MDCC, not only in South Florida, but in Tallahassee, Washington D.C. and overseas.

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I. Site for a "Business Center for Global Collaborations"

The organization would evolve into a "Clearing House" for information on international contacts and services, and would unite local resources with business leaders of the world (this project would be developed in a partnership with Hammes Advertising, Inc.) The "Center for Global Collaborations" would be funded and administered through a partnership with local government and businesses.

II. Provide International Services to Local, State and Federal Governments

The organization could serve as liaison between Dade County and international programs administered by other federal agencies besides USIA, such as ~~ATP~~ Department of Commerce, Department of State, DEA, FBI, Department of Defense, etc. The organization could also provide international services to both the County and the State Governments. Services would include international referrals, programming for foreign guests, assistance in international events, relations with the Consular Corps, and involvement in the Sister Cities Program. By becoming an important regional center for U.S. interests overseas, the organization would bring prestige and recognition to MDCC, not only in South Florida, but in Tallahassee, Washington D.C. and overseas.

III. USIA Assistance to Enhance MDCC International Events

Through the link the organization would provide with USIA, international events sponsored by MDCC could be enhanced with participants that could travel to Miami on USIA programs such as Voluntary Visitors, Fulbright and Citizens Exchanges. Through the organization, U.S. Embassies overseas could also assist in identifying candidates for MDCC international events. (Ex: USIA assistance for the 1998 MDCC "Inroads: The Americas" Conference, a hemisphere meeting of arts organizations.)

IV. Co-Sponsorship of International Conferences

MDCC could co-sponsored, with USIA and other organizations, international conferences on Civic Education, Drug Education, Trade, Immigration, the Environment, etc. These conferences would attract extensive media coverage and continue securing Miami's status as an international crossroads.

5/

OPPORTUNITIES FOR MDCC STUDENTS

I. Lectures Series

Grantees from the International Visitor Program could be invited to share their professional expertise with MDCC students, and bring an international perspective on issues such as trade, politics, law, education, medicine, mass communication and the arts. These lectures would be free, open to both the MDCC community and the general public, and would be announced in the print media.

II. Contacts with Foreign Visitors/Involvement in International Events

The organization would develop a roster of MDCC students interested in international affairs and foreign languages. These "student volunteers" would be created to serve as drivers, escorts, translators, tour guides, etc. for international visitors. The students would join the roster of "volunteer citizens" from Dade County the organization would assemble to help groups organizing international events in Dade County.

III. Student Internship

MDCC students from the school's International Studies Program could become part of the organization's "support staff" through an Internship program. Students would apply for the internship, and each semester, two or three students would be chosen to work 20 hrs. per week as "Program Assistants."

IV. Other Professional Experiences for Students

(1) Communications

Students in the Journalism Program could aid the organization by writing drafts of press releases for newsworthy items. Journalism students could also take part in the writing of the organization's newsletters (such assignments could be supervised by a faculty member or a university Public Affairs Officer.) USIA visitors could also be interviewed for "profile" pieces for the MDCC student newspaper "Metropolis".

6/

(2) Marketing

A Marketing competition could be created, tied to an advanced marketing course, where students would submit proposals for an "Annual Marketing Project" for the organization. The best project would be selected, and the drafter of the project could work in its implementation, as an "Internship" experience.

(3) Graphic Arts

Contests for graphic arts students could furnish the organization with designs for a logo, newsletter format, letter head graphics, and other special projects involving graphics.

FUTURE POTENTIAL

I. Creation of an "Overseas Jobs Program"

Participants in the USIA International Visitor Program could help create an overseas summer jobs program with their institutions. MDCC students could gain professional experience in their field of studies while experience life in a foreign country. For students interested in education on a foreign language or culture, non-professional jobs such as child care, or community service could be arranged. By filing out a questionnaire, USIA-sponsored visitors coming to Miami could be involved in this project. Visitors could also choose to just become a "point of contact" for MDCC students or faculty traveling in their countries, a commitment that would only require a hospitality dinner or sightseeing assistance.

OPPORTUNITIES FOR MDCC ADMINISTRATORS AND FACULTY

I. Meetings with Foreign Counterparts/ Establishment of Exchange Programs

MDCC administrators would have priority over administrators of other local universities for meetings with counterparts from foreign institutions. These meetings could result in formal information exchanges or bi-lateral agreements with foreign universities, institutions or government agencies. Some of these meetings would be newsworthy and would provide opportunities for MDCC to present itself as a dynamic institution with a "global vision." (Ex: Last October, a high level official from Thailand's Ministry of Education, spent a day meeting with MDCC Administrators. The visitor planned on adapting MDCC administrative and educational models to Thailand's Community Colleges.)

Many MDCC educational and cultural programs would be enriched by contacts with USIA's International Visitors. Last fall, meetings with USIA grantees were followed with preliminary discussions for exchange programs between The New World School of the Arts and educational institutions in El Salvador, Venezuela, and the Czech Republic. The "Cultura del Lobo" Performance Series had access to artists from Singapore, Venezuela, Paraguay and the Czech Republic. The foreign artists met may participate in future "Cultura del Lobo" series.

FUTURE POTENTIAL

I. Enrollment in the "Overseas Jobs Program"

MDCC faculty could be part of summer education programs, research projects or field work abroad through the "Overseas Jobs Program" that could be developed with USIA grantees.

II. Access to USIA Programs

The organization would serve as a link, not only to the International Visitor Program, but to other U.S. Information Agency programs. MDCC administrators and faculty could have access to information and application forms to participate in USIA programs like the U.S. Scholar Program, the Arts America Speakers Program and the Academic Specialist Program.

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OPPORTUNITIES FOR MDCC

ADMINISTRATORS AND FACULTY

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III. Connections to Other International Programs

MDCC staff would also have information and application forms available for international programs for educators administered by private sector organizations involved in the International Visitor Program, like the Institute for International Education (IIE), the Delphi International Group, and the Academy for Educational Development (AED).

IV. Special Membership Category

If the organization opens its membership to the general public, MDCC top administrators could become non-paying members, and other administrators, faculty and students could have a special MDCC rate.

9/

OPPORTUNITIES FOR COMMUNITY OUTREACH

I. Development of a Roster of Volunteers for International Events

The organization would develop and administer a roster of Dade County citizens interested in international affairs to assist organizations planning international events in Dade County.

II. Country Cultural Fairs

The organization could be involved in events such as art exhibits, performances and festivals that celebrate a country's cultural heritage. Such community events could be arranged in conjunction with Consulates, Bi-National Chambers of Commerce and international businesses, and could coincide with the celebration of a country's National Day.

OPPORTUNITIES FOR GOVERNMENT RELATIONS

FUTURE POTENTIAL

Liaison with Federal Agencies/ International Services for Local and State Governments

The organization could serve as liaison between Dade County and international programs administered by other federal agencies besides USIA, such as AID, Department of Commerce, DEA, FBI, Department of Defense, etc. The organization could also be the "point of contact" in Dade County for the State Department Office of Public Liaison, and for U.S. Embassies overseas. A strong commitment of funding from Metro-Dade Government could be secured by becoming a "de facto" Office of International Affairs for the County government. Such an office would organize local itineraries for foreign guests of the county government, work closely with the Sister Cities Program, help organize international events and assist in public relations efforts with the Consular Corps. In a similar fashion, the organization could provide international services to the state government, such as international referrals and programming for foreign guests of Tallahassee that are coming to Dade County.

10/

LINKAGE TO THE CORPORATE WORLD/ OPPORTUNITIES FOR LOCAL ECONOMIC DEVELOPMENT

The organization would position itself as a "Clearing House" of information to link the local business community with overseas clients.

The three levels of "Corporate Membership" would comprise three levels of services.

I. Individual Meetings with International Visitors

Corporate members would meet USIA visitors during formal professional meetings. In addition, local business people could select countries or types of professionals to whom they would like to have access during more informal exchanges such as a luncheon, dinner or cocktail hour (available only for the two higher-bracket member levels.).

II. Social Events with International Visitors

Receptions for USIA multi-regional groups, country delegations and high-level individuals would be arranged, co-hosted with a corporation, a local organization, consulate or bi-national chamber of commerce. Current and potential new members would be invited, and the events would get media coverage, which would help increase the profile of the organization in the community.

III. Ongoing Partnership with the Local Media

The organization would establish a close relationship with the local media. Name and background information of foreign visitors would be sent to the main media outlets on a regular basis. Interviews of individuals and delegations would be secured with publications such as Miami Today, The Miami Herald and the Diario Las Americas. Key media outlets would be invited to all special events, and could be given selected "corporate member privileges" (In the future, the media would have full access to the organization's international database.)

DISTRICT PRESIDENT OFF TEL 305-251-5101

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FUTURE POTENTIAL

I. Admission to an International Database

The organization would develop a Database with names of present and past grantees in programs of USIA, AID, Department of Commerce, and other federal agencies. An arrangement with local international organizations and local government programs with overseas connections would secure more lists of foreign contacts. The "archive" of information resources created would benefit all participating entities. Entry to this database would attract local businesses to become "corporate members" of the organization. There would be three "levels of access" to the database, based on the three levels of corporate membership (the organizations sharing their lists would have full access to the complete database.)

B) Development of a Website

The next step in this project would be to transfer the "International Database" into an Internet Website. The website would allow business people from all over the world to have easy access to a wealth of information for unlimited international transactions.

II. Coordinating Center for International Organizations/ The Business Center for Global Collaborations

The organization would serve as a link between international organizations, businesses and government. Ex: guests of the Chamber of Commerce could find out through the organization about programs (and name of contacts) in local groups, government offices, U.S. embassies, overseas organizations and other businesses and agencies in third countries.

III. Programming Services for Local Organizations and Businesses

The organization could manage programs for international visitors coming to Miami through groups such as the Beacon Council, Chamber of Commerce, Camacol, Convention & Visitors Bureau, etc. Professional itineraries could also be arranged for foreign and domestic companies that have international delegations visiting Miami. Programming services could be compensated by a variety of arrangements: a swap for future in-kind services, a fee-per project arrangement, or a service in return for funding.

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12/

IV. Access to the MDCC "Overseas Jobs Program"

Top-bracket corporate members could have college-age relatives participate in the "Overseas Jobs Program" without the having to enroll in MDCC.

DISTRICT PRESIDENT OFF TEL: 305-251-3161

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SECTION II

A BLUEPRINT FOR ACTION

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PREREQUISITES FOR ACTION

I. Name

A name for the organization needs to be selected as soon as possible. Appropriate announcements will be distributed to the national and local entities involved with the USIA International Visitor Program as soon as a name is chosen.

Possible names for the organization could be:

- (1) The Center for International Affairs at Miami-Dade Community College
(drawback: the name "Center" may give the perception of a university center for research, linked to an International Studies program)
- (2) The Council for International Affairs at Miami-Dade Community College
*(Good; the word "Council" points to a private sector entity, the "International Affairs" in the name would facilitate corporate fundraising, and yet appeal to government and academia.)
- (3) The World Affairs Council at Miami-Dade Community College
(It may be too academic to appeal to future corporate sponsors)
- (4) The Council for Public Diplomacy at Miami-Dade Community College
(It may also lack a business-connection to appeal to the business community)

Other names that may work:

- (5) The Center for International Exchanges at Miami-Dade Community College
- (6) The Council for International Exchanges at Miami-Dade Community College
- (7) The International Visitors Council at Miami-Dade Community College
- (8) The Miami International Forum at Miami-Dade Community College
- (9) The International Center at Miami-Dade Community College
- (10) The Center for Global Collaborations at Miami-Dade Community College

DISTRICT PRESIDENT OFF TEL: 305-237-3761

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II. Facilities


In order to start a basic operation that could appropriately service USIA's International Visitor Program in Miami, an office, ideally with two separate rooms, would be required.

Office equipment would include: (1) three desks with chairs, (2) two computers terminals with a printer, (3) a fax machine, (4) two or three telephones, (three lines would suffice at present), (5) filing cabinets, and (6) a copy machine or access to one.

III. Office Staff

The starting operation would consist of a full time Senior Program Officer/Director of Program fully funded by MDCC through a grant from the National Council for International Visitors (NCIV), and local fundraising. The NCIV grant and local fundraising would also fund a part-time Program Assistant (20 hrs./week).

The support work would be provided by two (2) students participating in the Internship Program that would be initiated with MDCC's International Studies Program.



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**FIRST STAGE
(MAY 1997- JANUARY 1998)**

***** GOALS *****

PROGRAM GOALS-

I. CREATE THE STRUCTURE TO DELIVER HIGH QUALITY PROGRAMMING FOR USIA'S INTERNATIONAL VISITORS

- A) Develop a pool of "Volunteer Programmers", from the "Individual" members brought to the organization by Board members.
- B) Internship Program with the MDCC International Studies Program is initiated, to provide support staff for programming.

ORGANIZATIONAL GOALS-

I. ESTABLISH A BOARD OF TRUSTEES

- A) Members should be community leaders from corporations, government and foundations, capable of:

- (1) Raising significant monies for the organization (from corporations, government and foundations)
- (2) Bring in "Corporate Members" to the organization
- (3) Bring in prominent "Individual Members" to the organization (Basis for "Volunteer Programmers", and future "Marketing", "Special Events", "Fundraising" Committees, etc.)

II. SELECT A COMMUNITY LEADER THAT COULD MAKE THE ORGANIZATION A FAVORITE "PET PROJECT"

Ideally a retired or non-working individual, who would become the "driving force" or "Mentor" of the Board of Trustees and the Organization.

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IV. INITIATE OUTREACH TO GOVERNMENT

- A) Invite Governor Chiles, U.S. Senators; U.S. Representatives from South Florida, the Mayors of Miami, Coral Gables, Miami Beach, Hialeah, etc. to be "Honorary Members" of the organization.

V. INITIATE OUTREACH TO FOREIGN INSTITUTIONS

- A) Send brochure, information about visitors, and invitations to events to the Consular Corps and the Bi-National Chambers of Commerce.

VI. INSTITUTE A "WORKING RELATIONSHIP" WITH THE MEDIA

- A) Send press releases to inform of beginning of operations; send, on a regular basis, information on foreign guests for new stories on the visitors and their Miami program.

*** FUNDRAISING ***

I. ESTABLISH A FUNDRAISING TARGET NUMBER TO BE REACHED BY FEBRUARY OF 1998

II. SECURE FUNDING FROM METRO-DADE GOVERNMENT

- A) Invite Mayor Penelas and Chairperson Gwen Margolis as Honorary Chairpersons of the organization; lobby for funding from Commissioners "slush fund" (\$200,000.) & from Mayor Penelas directly.

STAFF REQUIRED FOR THIS OPERATION: 1 Director of Program- (Full Time)
1 Program Assistant- (Part Time)

Support Staff: 2 Student Interns
Volunteer Programmers

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VI. START DEVELOPMENT OF THE "INTERNATIONAL DATABASE"

- A) The MDCC Information Services Dept. could supply the technical know-how to set up the database.
- B) An outside consultant may need to be contracted (or a corporate sponsor could offer in-kind services.)
- C) An internship program could be arranged with the MDCC Information Systems Program for a part-time staffer that could input information in the database.

VII. ASSIST IN THE ORGANIZATION OF THE MDCC "INROADS: THE AMERICAS" CONFERENCE (A HEMISPHERIC MEETING OF ARTS ORGANIZATIONS) IN JUNE OF 1998.

- A) Would increase the profile of the organization in the community, and with local government, businesses and international organizations.

VIII. START COLLABORATING IN EVENTS WITH CONSULATES AND BI-NATIONAL CHAMBERS OF COMMERCE.

- A) Events such as "National Day" Celebrations, Receptions and Conferences.

MARKETING/ FUNDRAISING GOALS-

***** MARKETING *****

I "MARKETING" COMMITTEE EVOLVES INTO THREE SEPARATE COMMITTEES

- A) Marketing- To (1) market international services to potential clients, and (2) direct the organization's Public Relations campaign.
- B) Fundraising- To formulate and implement the organization's fundraising campaign for monies from government, corporations, foundations and private donors.
- C) Membership- To recruit corporate and individual members.

VI. START DEVELOPMENT OF THE "INTERNATIONAL DATABASE"

A) The project would be developed by Hammes Advertising, Inc.

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- A) Events such as "National Day" Celebrations, Receptions and Conferences.

MARKETING/FUNDRAISING GOALS-

*** MARKETING ***

I. "MARKETING" COMMITTEE EVOLVES INTO THREE SEPARATE COMMITTEES

- A) Marketing- To (1) market international services to potential clients, and (2) direct the organization's Public Relations campaign.
- B) Fundraising- To formulate and implement the organization's fundraising campaign for monies from government, corporations, foundations and private donors.
- C) Membership- To recruit corporate and individual members.

21/

II. ONGOING CAMPAIGN TO RECRUIT "CORPORATE" AND "INDIVIDUAL" MEMBERS (First target number reached on Feb./98)

**III. CORPORATE FUNDRAISING TARGET REACHED (FEBRUARY-98)/
AGGRESSIVE FUNDRAISING CAMPAIGN IN PROGRESS FOR 1998**

A) 1998 Fundraising Campaign formulated by November 1997; Mid-year target number set for July 1998.

STAFF REQUIRED FOR THIS OPERATION:

- Director - Full Time
- * Program Assistant- Full Time
- * Director of Government & Business Programs- Part Time

Support Staff: 3 Student Interns (From the International Studies Program)
1 Student Intern (From the Information Systems Program)
Volunteer Programmers

*= New developments

FACILITIES: An additional room would need to be added to the existing office space to accommodate growth

22/

**THIRD STAGE
(OCTOBER 1998 - APRIL 1999)**

***** GOALS *****

PROGRAM GOALS-

- I. A PARTNERSHIP WITH LOCAL INTERNATIONAL ORGANIZATIONS IS INSTITUTIONALIZED
- II. THE "INTERNATIONAL DATABASE" PROJECT BEGINS OPERATION
- III. THE MDCC "OVERSEAS JOBS PROGRAM" BEGINS OPERATION

ORGANIZATIONAL GOALS-

- I. A "CALENDAR OF EVENTS" FOR MEMBERS
- II. START THE ORGANIZATION'S "NEWSLETTER"

A) Most of the operation staffed by MDCC students in the Journalism and Graphic Arts programs (Internship Program.)

MARKETING/FUNDRAISING GOALS-

- I. 1998 FUNDRAISING TARGET NUMBER ATTAINED (FEBRUARY)
1999 FUNDRAISING CAMPAIGN IN PROGRESS: A MID-YEAR TARGET NUMBER
(JULY-99) AND ANNUAL NUMBER (FEBRUARY 00) IS ESTABLISHED

DISTRICT PRESIDENT OFF TEL: 305-237-7316

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**THIRD STAGE
(OCTOBER 1998 - APRIL 1999)**

***** GOALS *****

PROGRAM GOALS -

- I. A PARTNERSHIP WITH LOCAL INTERNATIONAL ORGANIZATIONS IS INSTITUTIONALIZED
- II. THE "INTERNATIONAL DATABASE" PROJECT BEGINS OPERATION
(A Hammes Advertising, Inc. Project)
- III. THE MDCC "OVERSEAS JOBS PROGRAM" BEGINS OPERATION

ORGANIZATIONAL GOALS-

- I. A "CALENDAR OF EVENTS" FOR MEMBERS
- II. START THE ORGANIZATION'S "NEWSLETTER"
 - A) Most of the operation staffed by MDCC students in the Journalism and Graphic Arts programs (Internship Program.)

MARKETING/FUNDRAISING GOALS-

- I. 1998 FUNDRAISING TARGET NUMBER ATTAINED (FEBRUARY)
1999 FUNDRAISING CAMPAIGN IN PROGRESS. A MID-YEAR TARGET NUMBER (JULY-99) AND ANNUAL NUMBER (FEBRUARY 00) IS ESTABLISHED.

22/

**THIRD STAGE
(OCTOBER 1998 - APRIL 1999)**

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PROGRAM GOALS-

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- II. THE "INTERNATIONAL DATABASE" PROJECT BEGINS OPERATION
(A Hammes Advertising, Inc. Project)
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- II. START THE ORGANIZATION'S "NEWSLETTER"
 - A) Most of the operation staffed by MDCC students in the Journalism and Graphic Arts programs (Internship Program.)

MARKETING/FUNDRAISING GOALS-

- I. 1998 FUNDRAISING TARGET NUMBER ATTAINED (FEBRUARY)
1999 FUNDRAISING CAMPAIGN IN PROGRESS; A MID-YEAR TARGET NUMBER (JULY-99) AND ANNUAL NUMBER (FEBRUARY 00) IS ESTABLISHED.

DISTRICT PRESIDENT OFF TEL: 505-237-3761

Mar 14, 97

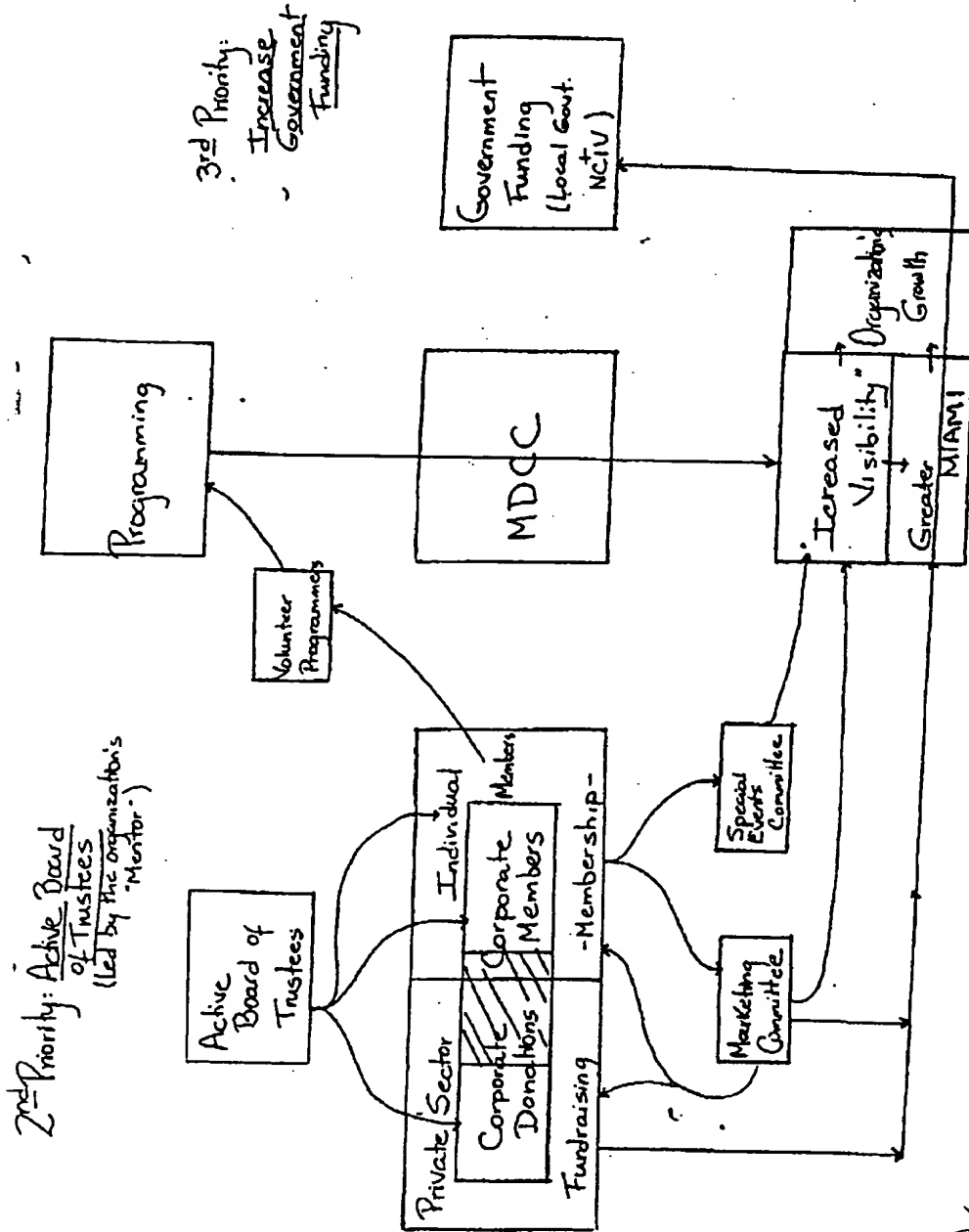
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- II. 1998 CORPORATE MEMBERSHIP TARGETS ATTAINED (FEBRUARY)
1999 CORPORATE MEMBERSHIP DRIVE IN PROGRESS: A MID-YEAR TARGET
NUMBER (For JULY-99) AND FEBRUARY -00 IS ESTABLISHED.

DISTRICT PRESIDENT OFF TEL 305-231-3101

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**SECOND STAGE
(FEBRUARY 1998 - SEPTEMBER 1998)**

***** GOALS *****

PROGRAM GOALS-

I. INCREASE THE NUMBER OF USIA VISITORS SERVICED

A) Increase the profile of the Miami programs within the International Visitor Program

II. GROUP PROJECTS' CONFERENCES & LECTURES SERIES START TAKING PLACE IN MDCC

(Generating publicity for the organization)

III. START PROVIDING PROGRAMMING SERVICES TO METRO-DADE GOVERNMENT

(In exchange for an "Annual Grant")

IV. START PROVIDING INTERNATIONAL SERVICES TO LEADING CORPORATE SPONSORS

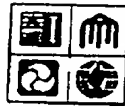
V. START "JOINT PROJECTS" WITH INTERNATIONAL ORGANIZATIONS

(Greater Miami Chamber of Commerce, Convention and Visitors Bureau, The Beacon Council, Camacol -Latin Chamber of Commerce-, Foreign Press Center, etc.)

NHR-23-57 19:07 ONEILL

TEL: 202/713-0001

P. 01



PARTNERS FOR INTERNATIONAL EDUCATION AND TRAINING
under contract to the
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
PARTICIPANT TRAINING PROGRAM

ENTREPRENEURIAL MANAGEMENT AND EXECUTIVE DEVELOPMENT PROGRAM

The Entrepreneurial Management and Executive Development Program (EMED) is a business exchange program between the United States and Albania, Bulgaria, Croatia, Hungary, Lithuania, Poland, Romania, and Slovakia. The primary purpose of the program is to enhance the management skills and practices among the owners and senior managers of businesses in these countries. Program participants are able to gain an understanding of how the American economic system works and to develop professional relationships with American business owners. This is accomplished by bringing entrepreneurs to the United States for approximately 3-4 weeks of practical exposure with U.S. businesses and for cultural activities in U.S. communities. U.S. companies are asked to donate their time and staff to meet with these entrepreneurs. Selected entrepreneurs are expected to share a portion of training expenses.

The Entrepreneurial Management and Executive Development Program (EMED) is funded and managed by the U.S. Agency for International Development (USAID). It is operated in the private sector by Partners for International Education and Training (PIET). USAID and PIET offices in Central and Eastern Europe and the Baltics work with local business associations and groups to recruit business men and women to go to the United States. PIET identifies American businesses to host these entrepreneurs and makes all the arrangements necessary to bring them to the United States. Among those working with PIET is a network of business leaders, educators and officers of local, state and federal agencies who volunteer their time and staff to bring international entrepreneurs into their businesses and communities nationwide.

Since 1987, Partners for International Education and Training (PIET) has brought 1169 business men and women from 72 countries around the world for executive development programs in 2,885 American firms in 50 states and the District of Columbia. These entrepreneurs have come from Africa (402), Latin America and the Caribbean (75), the Middle East (52), Central and Eastern Europe (583) and Asia (57). One out of every four of these entrepreneurs is a woman. All of them have learned new product ideas, more efficient manufacturing processes, modern management practices, and the computerization of everything from counter-trade to company payroll operations.

Created in 1982 to administer participant training for USAID, Partners for International Education and Training is a joint venture of four nonprofit organizations: The Asia Foundation, The African-American Institute, World Learning, Inc., and AMIDEAST. In thirteen years, PIET has administered programs for more than 30,000 USAID participants from 126 countries around the world.

1997 Eisenhower Exchange Fellow
Turkey

Ömer Karahan, M.D.
Mednet Holding International
Abdi İpekçi Caddesi 57/2 Teşvikiye
80200 İstanbul, Turkey

Age: 35

English: Fluent

Dr. Karahan manages Turkey's premier private health care management system.

POSITION: Managing Director, Mednet Holding International (Turkey's first Third Party Administration [TPA], Preferred Provider Organization [PPO] Network, and health insurance consulting firm.)

RESPONSIBILITIES: Managing and operating Mednet, and preparing feasibility studies.

OTHER POSITIONS: Partner, Procure (Investment Consultants), Houston. 1994-present.

Area Consultant, The Methodist Hospital System, Houston. 1994-1996.

Medical Director, The American Hospital of Istanbul. 1994.

Administrative Coordinator, The American Hospital of Istanbul. 1991-1993.

EDUCATION: The Methodist Hospital System, Houston. Executive Development Program. 1994.

Diyarbakir University Medical School, Turkey. M.D. 1989.

FELLOWSHIP PURPOSE: To examine U.S. practices in health care management, private health insurance, government policies and controls, cost containment measures, quality assurance models, and cost benefit analysis of health care delivery systems in order to find the most appropriate model for the private health care sector in Turkey.

FELLOWSHIP INTERESTS:

1. **Private Health Insurance:** to discuss and compare the statistics, loss ratios, and insurance concepts in both countries.
2. **HMO and Third Party Administration Companies:** to examine philosophies and daily operations.
3. **Clinical Pathway Specialists:** how to streamline costs for a specific Diagnostic Related Group (DRG).
4. **Officials representing Medicare, Medicaid, the Joint Commission on Accreditation of Healthcare Organization (JCHAO), the American College of Healthcare Executives (ACHE), the World Health Organization (WHO), and various hospitals.**

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
615

**AGREEMENT
FOR
CONFIDENTIALITY / NON-DISCLOSURE
and
NON-CIRCUMVENTION**

This agreement is between _____, (_____) and _____, (_____)

WHEREAS, _____ is fully aware that the matters involved herein contained are of the strictest confidence and agrees to not divulge or discuss them in any way, directly or indirectly to the detriment of the interests of _____ and, furthermore agrees not to circumvent _____ directly or indirectly to purchase, acquire or obtain said business opportunity, as to directly or indirectly infringe, compete or replace with _____'s business, and

WHEREAS, _____ agrees to conduct all negotiations and to perform any and all acts on behalf of _____, exclusively, for as long as the undersigned is interested and actively pursues the purchase of this business opportunity.

WHEREFORE, IN CONSIDERATION OF THE ABOVE, the parties agree as follows:

I

THAT _____ agrees to provide all necessary documents and to conduct all necessary negotiations with _____; and, to further enable the undersigned to determine whether the hereinafter mentioned business opportunity is a "qualified" business opportunity.

II

_____ agrees as to the confidentiality of the information which has or will come into its possession. _____ agrees that all documents, records, techniques, business secrets or other information relating to this business opportunity shall be deemed to be confidential and proprietary to _____ and their associates.

_____ agrees that it will keep confidential and not divulge to any other party (other than its personal attorney, which would be privileged communication) any of the confidential information, documents, business secrets, and negotiation techniques, including, but not limited to, such matters as costs, profits, markets, sales, products, product lines, financial matters, business plans for future development and any other business affairs and methods not readily available to the public, directly or indirectly.

The Undersigned certifies that he has FULLY READ the above agreement and considers himself to be a sophisticated investor who is aware of the matters contained herein. The undersigned is signing this agreement freely and voluntarily.

IN WITNESS WHEREOF, the undersigned have hereunto executed this Agreement at _____, _____, this ____ day of _____, 19____.

WITNESSETH:

National Council for International Visitors

The National Council of International Visitors (NCIV) is a network of 26 nonprofit program agencies and 99 community organizations across the United States. For more than 35 years, NCIV members have offered training, professional programming, and home hospitality to international visitors and friends.

The International Visitors served by the NCIV network are participants in the US Information Agency's International Visitor's Program and other international exchange programs, as well as guests of local governments, corporations, universities, medical and research centers, and other professional organizations.

In serving USIA's distinguished International Visitors, NCIV's program agency and community members work together to provide short-term professional and cultural programs for visitors, who are prominent leaders in business, academia, the arts, science agriculture, politics, and the media.

USIA's International visitors program, described by U.S. Ambassadors as "one of the most effective foreign policy tools of American diplomacy," has welcomed foreign leaders and specialists for more than 55 years. Last year the IV Program served 4,300 foreign delegates. Its distinguished alumni include such individuals as Margaret Thatcher, Anwar Sadat, Giscard D'Estaing, Indira Gandhi, Julius Nyerere, Oscar Arias Sanchez and F.W. deKlerk, as well as many other decision-makers in a wide range of professional fields. NCIV members have served USIA's private sector partners in the implementation of the International Visitor Program since its inception.

Mission Statement

The Miami Council for International Visitors, founded in 1959, facilitates the global exchange of internationally prominent people who visit the South Florida region. MCIV develops programs with local business, academia and government to promote knowledge and understanding while strengthening the bonds of commerce and democracy.

History: the NCIV and USIA Umbrella

Under the auspices of the United States Information Agency, the International Visitors Program involves over 130 cities in the United States and US Embassies and Missions world-wide. The program has brought over 100,000 current and future leaders to the US. in the past 55 years.

Funded by the the United States Information Agency (USIA), the process of the international visitor-candidates' selection is an informal one. There is no application process. The individuals are chosen by the US Information Agency, with the assistance of public, private and not-for-profit organizations in the home country. Candidates are selected on the basis of professional achievement and accomplishment in their chosen fields of endeavor.

A full range of demographic, ethic and cultural variances are emphasized in the selection process. The international visitors help develop their own US itineraries and programs. Here in the US, the 'volunteer diplomat' hosts or escorts the guests to meetings, events and locations according to the agendas developed, reflective of the guest's personal and professional goals.

Travel, hotel and expenses of the international visitor are in part, or are fully underwritten by the United States Agency for International Development or the United States Information Agency.

Miami: The Gateway City

As the hub of international trade for Latin America, Miami is uniquely positioned to benefit as the Gateway city for these international programs. The MCIV database, Miami se will be utilized by members, participating Federal Agencies, MCIV and other CIV programmers and to increased the volume and quality of programming. A special emphasis is placed on reciprocal relationships with governmental and business/ professional development groups.

The sharing of data and demographic information by participating organizations and members will help expand the range of possible services to the "paired matchings" over time. It will greatly contribute to seamlessly compatible relationships of all kinds with our International Visitors from abroad. The network capacity will encourage locally based special interest groups to participate by feeding their interested international visitors into the National Council for International Visitors network originating in Miami. Members will be able to have first priority to up-and-coming international trade from emerging market economies.

A Word of Interests

The Miami Council for International Visitors seeks to match our International Visitors with persons of like interests and avocations to meet and exchange ideas in their professional fields at their place of business and their homes -- a key element of hosting program which is emphasized. Through informal exchanges, long-term business and personal friendships can develop, while a quiet understanding of democracy flourishes.

MCIV visitors represent the global economy, including:

Banking & Finance	International Trade
Cultural Affairs	Economic Development
Advertising and Media	Energy
Tourism	Immigration
Health Care	Public Policy
Small Business & Entrepreneurship	
Environmental & Waste Management	
Drug Prevention & Interdiction	
Real Estate Planning & Development	
Manufacturing Management Training	
Municipal Government Privatization	
High Technology & Telecommunications	

Miami Council for International Visitors work closely with the governmental organizations, foundations, educational institutions and private parties to promote goodwill on behalf of the United States.

USIA	USAID	NCIV
Governmental Affairs Cultural & Artistic	Business, Economic Development	130 US cities Funds Miami

Municipal, Laws & Legal System, Privatization, Infrastructure,
Telecommunications, Energy, the Media

USIA (US Information Agency) coordinates visitors whose interests are related to cultural and governmental affairs, while USAID (US Agency for International Development) brings visitors with business and economic backgrounds. In this country, the program oversight is managed through the National Council of International Visitors in Washington, DC, which liaisons with programs between 130 + US cities.

There is inter-agency and multilateral cooperation on sectors which cross over, such as in the facilitation of cooperative economic ventures involving public and private sectors on issues relating to privatization or infrastructure in the native country.

Who should participate in MCIV?

The Miami Council for International Visitors membership is geared to professionals, business leaders, families and students -- virtually anyone with an interest in international relations is encouraged to join.

The United States Information Agency

The United States Information Agency abroad is known as the United States Information Service. Their work is carried out by career foreign service officers assigned to USIS. Its mission is to, "Understand, inform and influence foreign publics in promotion of their national interest; to broaden the dialog between Americans, their institutions and counterparts abroad."

The Agency work rests on two key premises: (1) "That foreign public opinion is important and that we should work to understand it (with the hope that our understanding will be a factor in policy formation;) to seek to inform others about American life and values, policies and interests as a nation; and and if possible, eliminate misperception and move others to action in ways that serve the national interest. (2) That mutual understanding born of people-to-people communication matter, and that we should serve as a facilitator to bring Americans and their academic and other nongovernmental sector institutions into substantive contact with influential counterparts through exchanges and other programs

MCIV National Database: In development

The prospective MCIV Member fills out a questionnaire describing personal, educational and professional interests. Based on the "Key Word Sort" programming concept, the information is then loaded into the MCIV database. It is used to match appropriate international visitors with like-interested parties in Miami.

Development is presently underway within the private sector of the Miami Council's leadership to develop a proprietary database into a national model, to effectively tie together the information from the US embassies abroad regarding current cultural and economic conditions which result in the International Visitors' stay in the US. Once fully implemented, interested Membership will be able to key word sort by country, subject and topic of their targeted interest in order to fully take advantage of the programs sponsored by Miami Council for International Visitors, National Council for International Visitors, United States Information Agency and United States Agency for International Development.

HAMMES ADVERTISING, INC.
ADVERTISING / MARKETING / PUBLIC RELATIONS
896 South Dixie Highway, Coral Gables, FL 33146-2074
Telephone: (305) 667-1199; Fax: (305) 667-0440; E-Mail: Hammes Ads@ AOL.COM

February 21, 1997

James Pollock, Deputy Director, Office of International Visitors
United States Information Agency
301 4th Street, SW
Washington, DC 20547

VIA FAX: 202-205-0792

Ref.: Business Plan for revamped Miami Council for International Visitors

Dear Jim:

I would like to have your and the MCIV Board of Directors endorsement/approval or comments leading to approval before my meeting with Imation on Wednesday morning. Thus far, I have sent the Business Plan only to Rosa O'Neill, who thinks it's "brilliant(!)." Since I haven't heard from you yet, I have decided to forward this corrected (of typos) version to the MCIV Board of Directors. I had originally told them I would do that first anyway. Please don't forget to forward the Meridian Group paper work we discussed.

Please find a preliminary outline regarding the business concepts we discussed during your visit to Miami. The flow of information to come will follow in this order:

- 1) Confidentiality agreement pertaining to Data Base R&D development
- 2) If signed immediately, then the matrices illustrating exactly how the proprietary program will function will follow, otherwise;
- 3) Brochure copy amended to reflect approved concepts contained herein (third draft to incorporate language of NCIV and USIA provided copy.)
- 4) Stationary and Logo designs as they develop.
- 5) Any comments, changes, et al can be sent piecemeal for incorporation.

Business Plan for Miami Council for International Visitors

New Mission Statement approved by Board of Directors on February 12, 1997.

Miami Council for International Visitors Mission Statement

The Miami Council for International Visitors, founded in 1959, facilitates the global exchange of internationally prominent people to visit the South Florida region. MCIV develops programs with local business, academia and government to promote knowledge and understanding while strengthening the bonds of commerce and democracy.

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Objective: Restructure Miami Council for International Visitors and expand the mission and participation in MCIV. Take over the role of the Hospitality Centers, increase numbers of hosting of our foreign guests and generate funding sources in the business community through the creative leveraging of local and federal dollars. The new emphasis will be to garner significant corporate and community support by positioning MCIV as the "gateway" to the Federal government for access to international trade clients and to a proprietary data base of information (to be developed by Hammes Advertising privately) for the purpose of economic development benefiting the community, member organizations, academia and US interests abroad.

I. Restructure Board of Directors: Develop matrix

- a. Defined roles
- b. Create Organizational Chart
- c. Organize sub-committees
- d. Set objectives
- e. Approve strategic plan (5-year
- f. Set timeline for short-term goals

II. Implement Outreach Program for Membership

- a. Develop brochure with new strategy
- b. Increase budget for printing and mailing to account for vastly increased distribution schedule; leverage through organizations wherever possible.
- c. Disseminate to key Civic, governmental and quasi-governmental agencies and organizations:
 1. Beacon Council with over 400 corporate members
 2. Chamber of Commerces with over 20,000 members: Airport West, Chamber South, Coconut Grove, Coral Gables, Greater Biscayne Boulevard, Greater Miami, Greeter Miami Shores, Hialeah Chamber & Commerce & Industry, Hialeah/ Miami Springs/ North Dade, Homestead, Florida City, Key Biscayne, Miami Beach, Miami Dade Miami Springs, North Dade, North Miami Beach and Women's Chamber of Commerce.
 2. Metro-Dade Government: the Mayor and 13 Commissioners with \$200,000 each in discretionary funds. Rosa O'Neill has confirmed today that has set up an entre with Mayor Penelas to consider: a) obtaining possible funds, or but, more importantly, getting him to become our "Honorary". This program fits neatly into his well known plans for higher, national office.
 3. City of Miami
 4. Leadership Miami
 5. National Association of Women Business Owners
 6. CAMACOL (Latin Chamber)
 7. North-South Center /University of Miami
 8. MDCC
 9. FIU
 10. LBA/HABDI
 11. South Florida Builders Association

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12. Miami Press Center
13. Cultural Organizations: Ballet, Theater, Film Society, Opera, Philharmonic
14. The Judiciary and other elected officials: Local, State and Congressional levels
- d. Target the top 500 businesses in Miami. Suggest the purchasing /donation CD ROM of "The Book of Lists" for target companies and mailing labels to start.
 1. Banks
 2. Media
 3. Tourism
 4. International Trade
 5. Others

III. Leverage Institutional and Community based support

- a. Miami Dade Community College and Dr. Eduardo Padron as Patron. Perhaps Dr. Padron will be Vice Chairman.
 1. Obtain students to be greeters in interim period, phase into permanent relationship as part of MDCC International Program tied to college degree (could be a formal student internship program, for credit.)
 2. Office and telephone space donation
 3. Web site address and server donation
 4. Web site expense underwriting to tie into with our data base of information.
 5. Computers, copiers and other office equipment (in place).
- b. Academia: Potential tie-in with University of Miami's North-South Center to facilitate Congressional funding and long-term federal support. Secure a tie in with Hawaii's East-West Center to promote linkage between the N-S-E-W axis of international trade and diplomacy. Also liaison with FIU and St. Thomas University (which recently (in past 2-3 years) established a Human Rights Institute.) STU has arguably the most diverse by country origin of number of students from abroad.
- c. Develop a program which utilizes the foreign and domestic press for MCIV and NCIV program PR distribution. Collaterally, leverage the association to obtain the \$30,000 annual grant or funding mentioned as possibility. Develop an annual PR schedule whereby the International Press Center "assists" (but not prepare press releases) on a monthly or event oriented budget and time frame for domestic and international distribution including the Media (Consumer, Business and Trade press) in formula for Corporate Market sponsorship of ad space and PR support in lieu of fees. There are about 20 qualified print and electronic (TV only) media in Miami.
- d. Offer some sort of "Trade Out" for Memberships to build cross-organizational participation and conserve fee based purchasing of reciprocal Memberships in all of targeted organizations in exchange for Membership.

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IV. Develop Model Prototype Database in support of new strategic focus on business and economic networking. This program will be developed and made available to members per this Business Plan following an accepted formula to be determined. This program is copyrighted by its developer, © 1997 Hammes Advertising Inc. whose concepts will result in a privately developed and or funded program, ultimately to be comprised of programming, software and hardware. It is the author's intention to donate the result for usage by the Miami group, while retaining all intellectual property rights and any future marketing rights as the author's private exclusive. The author agrees to pay a total of 3% of gross to NCIV/ MCIV (50%/50% split suggested) as royalty on any future revenue (with a contract and non-disclosure statement regarding same to come prior to program development and implementation.)

- a. Generate strategic business alliances with interested corporate entities for development: Software, Hardware, Data Storage and Web site server companies for R&D participation, with the promise of future product sales and intermediate marketing exposure as remuneration.
- b. Develop marketing program
- c. Develop necessary hardware, software and requisite pricing
- d. Market the availability of data to Members
- e. Tie database into National Association CIV, USIA and USAID for profiles of visitors, a key word sort feature, program profiles and cities participating to generate stateside corporate and civic interest, membership participation and revenues resulting from increased program participation.

V. Generate New Revenue Stream

- a. Through reposition of the corporate amenities, create and market new corporate membership categories.
 - 1) \$25,000 Combination of cash and in kind contributions
 - 2) \$10,000 In kind or combination
 - 3) \$5000 Cash, or in kind service match
 - 4) \$250 Corporate membership, or in kind service match
 - 5) \$100 Small business category, or in kind service match
 - 6) \$75 Family membership, or in kind service match
 - 7) \$ 50 Individual Membership, or in kind service match
 - 8) \$25 student; or 20 hours of Airport Greeting following training program in lieu of paid membership.
 - 9) Create a National Sponsor category (\$100,000 or in specific amounts above that figure) for companies like HP, Imation, Seagate and others to convince them to allocate significant recourse to the development of web q site in anticipation of future sales and marketing exposure to be derivative of their R & D support now while program is in development. I can create a Media package on all of the above which could include logos on stationary or newsletters as well as web site "ads" vis a vis each home page for a "wrapper".
- b. Solicit funds from Metro-Dade Commissioners. Previously scheduled for April. Go forward with collateral package as tool. *Reinstate paid*

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staff programming from these funds. (Are these acceptable expenditures?)

- c. Create demand from organizations to "generate" visitors through our data base and networking capabilities. Agree (via contract with USIA or NCIV) on an appropriate remuneration schedule for locally based visitors who ultimately end up in the NCIV; USIA, US-AID pipeline.
- d. Reorganize the "Meet & Greet" functions, along with translation and other Center functions and services under a new private company, per the Meridian Group model. Act as sub-contractors to MCIV or whatever appropriate paying agency is responsible for payment

VI. Reposition MCIV in marketplace

- a. Explain interface between "volunteer diplomats" (I prefer using "the civilian arm of USIA and USAID) and how it works to influence public policy.
- b. ****Priority: Cultivate Business**
 - 1. Corporate benefits:
 - 2. As "feeder system" and as the "Gateway" to "access" to the federal program an US embassies and Missions abroad.
 - 3. Corporate memberships and sponsorships: Mission statement to be marketed in presentations and in brochure along with other benefits.
 - 4. Stress corporate and individual tax benefits as 501 (3c).
 - 5. Develop a system of financial credits for room nights, meals, shopping and other approved international visitor activities where traditionally, the NCIV visitor uses either USIA or USAID cash or its American Express Debit Card. Using whatever method, the like dollars generated through "trade-out" supplied by MCIV's corporate sponsors will be credited for cash to MCIV. Agreement of this issue and a formula (I suggest a 1:1 ratio) is, by far the most essential "selling tool" which we would do to generate substantial corporate support because the participating firms can be described to you as a great negotiating and leveraging tool for all parties concerned.
 - 6. Develop a system of financial credits where *Miami-generate CIV or member generated* business (visitors) when said member or MCIV generated participants in the program are accepted and upstreamed to NCIV or any appropriate governmental agency.
 - 7. Tie into other networking sources by computer and reciprocal agreement; for example: *gitimately* write off the donations at par value, while generating a serious "Avails" system of in kind goods and services (used in the Advertising/Media industries):
 - a. The London office of the Florida Department of Commerce
 - b. Florida Trade Data Bank
 - c. Private research (i.e., my Brazilian client for whom the research is the economic cornerstone of the "value added" benefits to be developed as a key sales pitch for MCIV membership.) I also have a reciprocal relationship with an Ad agency is in England currently inactive) that was facilitated by the London office of the Florida Department of Commerce. This group has developed a major computerized database which I

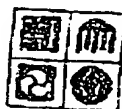
Please advise. In the mean time, I will begin today to input the Confidentiality Agreement, Matrices and Royalty Agreement. Your interim approvals as we go (like this) will go a long way to convincing both prospective donors, MCIV targeted members and myself of the likelihood that our vision here is endorsed as the path to success for this organization.

Sincerely,

Terry M. Hammes, MBA, President

Terry Hammes, MBA, President
HAMMES ADVERTISING INC.

cc: Board of Directors, Miami Council for International Visitors, Sherry Mueller,
Executive Director, National Council for International Visitors, Imation, Motion
Trading Co. Inc., John M. Thomson, Esq.



PARTNERS FOR INTERNATIONAL EDUCATION AND TRAINING
under contract to the
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
PARTICIPANT TRAINING PROGRAM

PIET Fact Sheet

PIET's History

Partners for International Education and Training (PIET) is a consortium of four non-profit, international educational exchange and development organizations - *The African American Institute, AMIDEAST, The Asia Foundation and World Learning, Inc.* Since its inception in 1982, PIET has been contracted by the United States Agency for International Development's (USAID) Center for Human Capacity Development to assist them in administering their Worldwide Participant Training Program.

USAID's Worldwide Participant Training Program

Through the Worldwide Participant Training Program, USAID funds public and private sector leaders and entrepreneurs from developing and transitional nations to complete short term technical training or academic degree programs. Participant Training is a vital part of our country's commitment to strengthen human resources in developing countries. USAID selects participants based on their involvement in

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understand the government there has purchased in some manner for the purpose of networking the EC in regard to food, beverage and grocery store items. It is the inter-relationship and access which is at the core of the business plan to leverage dollars, access and assets.

I am attaching a confidentiality agreement (tomorrow) that I am asking that you sign off on to protect my concepts while I work to develop the network, organizational and corporate sponsorship commitments in this R&D phase (of the Web Site and data base portion of this plan only) to accompany the MCIV program as proposed or in its eventual approved final form. Being assured that, upon success, I am to be the sole owner of the work product in regard to the data program and package when finished is the only compensation I can look forward to in order to justify the R&D expenditure as an investment of my time personally and company resources. Gary Roven has suggested and I concurred that I will donate 3% to NCIV/MCIV as a royalty. Gary has said he will draft the royalty agreement contract.

Assuming all is well with the above (subject to modifications, clarifications and evolution). Please okay the confidentiality agreement. Upon receipt, I forward the two matrices I drew which simply explains the relationships of parties, the marketing function and flow and clarifies narrative above. Meanwhile, as I said, I will be meeting with a top level executive from the newly formed high technology corporate spin off of 3M Corporation next Wednesday. I'd like to have both the Royalty Agreement and Confidentiality Agreement in place prior to the meeting. Otherwise I will have to be much more speculative in my presentation for corporate participation on all levels. What I was thinking was designating them a "National Sponsor" for their role in the development of the prototype. Do you agree?

FROM: 202/205-0792 DATA

DATE: 3/15/97 17:40Z BY: 17 00/00382 17:00Z

TELEFAX MESSAGE



U.S. INFORMATION AGENCY
301 4TH ST., SW - ROOM 255
WASHINGTON, DC 20547
PHONE (202/619-5217)
FAX (202/205-0792)

FROM:

Billock
~~SEYMOUR ROBINSON~~
OFFICE OF INTERNATIONAL VISITORS

DATE: 3/15/97

TO:

Terry Hammes
HAMMES ADVERTISING

SUBJECT:

Culled probably more than you need from
the stack I got from USAID. Nevertheless,
you may find it interesting in general.
PIET students ~~and~~ or grantees will
come from countries where these
goals and strategies are in effect.

PAGE #1 OF 26

JP.

FROM 2022050792 USIA

(DAT) 3.15.97 17:46/ST. 17:46/NO. 4260323021 P 1

TELEFAX MESSAGE



**U.S. INFORMATION AGENCY
301 4TH ST., SW - ROOM 255
WASHINGTON, DC 20547
PHONE (202/619-5217)
FAX (202/205-0792)**

FROM: Pollock
~~SEYMOUR ROBINSON~~
OFFICE OF INTERNATIONAL VISITORS

DATE: 3/15/97

TO: Terry Hammes
HAMMES ADVERTISING

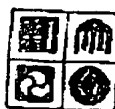
SUBJECT: Called probably more than you need from
the stack I got from USAID. Nevertheless,
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PIET students ~~and~~ or grantees will
come from countries where these
goals and strategies are in effect.

PAGE #1 OF 26

JP.

FROM: 2022050792 USIA

(SAT) 21/15/97 17:47/ST. 17:46/NO. 426032302L P 2



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PARTICIPANT TRAINING PROGRAM

PIET Fact Sheet

PIET's History

Partners for International Education and Training (PIET) is a consortium of four non-profit, international educational exchange and development organizations - *The African American Institute, AMIDEAST, The Asia Foundation and World Learning, Inc.* Since its inception in 1982, PIET has been contracted by the United States Agency for International Development's (USAID) Center for Human Capacity Development to assist them in administering their Worldwide Participant Training Program.

USAID's Worldwide Participant Training Program

Through the Worldwide Participant Training Program, USAID funds public and private sector leaders and entrepreneurs from developing and transitional nations to complete short term technical training or academic degree programs. Participant Training is a vital part of our country's commitment to strengthen human resources in developing countries. USAID selects participants based on their achievements.

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understand the government there has purchased in some manner for the purpose of networking the EC in regard to food, beverage and grocery store items. It is the inter-relationship and access which is at the core of the business plan to leverage dollars, access and assets.

I am attaching a confidentiality agreement (tomorrow) that I am asking that you sign off on to protect my concepts while I work to develop the network, organizational and corporate sponsorship commitments in this R&D phase (of the Web Site and data base portion of this plan only) to accompany the MCIV program as proposed or in its eventual approved final form. Being assured that, upon success, I am to be the sole owner of the work product in regard to the data program and package when finished is the only compensation I can look forward to in order to justify the R&D expenditure as an investment of my time personally and company resources. Gary Roven has suggested and I concurred that I will donate 3% to NCIV/MCIV as a royalty. Gary has said he will draft the royalty agreement contract.

Assuming all is well with the above (subject to modifications, clarifications and evolution). Please okay the confidentiality agreement. Upon receipt, I forward the two matrices I drew which simply explains the relationships of parties, the marketing function and flow and clarifies narrative above. Meanwhile, as I said, I will be meeting with a top level executive from the newly formed high technology corporate spin off of 3M Corporation next Wednesday. I'd like to have both the Royalty Agreement and Confidentiality Agreement in place prior to the meeting. Otherwise I will have to be much more speculative in my presentation for corporate participation on all levels. What I was thinking was designating them a "National Sponsor" for their role in the development of the prototype. Do you agree?

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TELEFAX MESSAGE



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FROM:

Billock

~~SCOTT ROBINSON~~
OFFICE OF INTERNATIONAL VISITORS

DATE: 3/15/97

TO:

Terry Hammes

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SUBJECT:

Culled probably more than you need from
the stack I got from USAID. Nevertheless,
you may find it interesting in general.
PIET students ~~and~~ or grantees will
come from countries where these
goals and strategies are in effect.

PAGE #1 OF 26

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PARTNERS FOR INTERNATIONAL EDUCATION AND TRAINING
under contract to the
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
PARTICIPANT TRAINING PROGRAM

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PIET's Mission

PIET provides a variety of services for USAID. Since 1982, we have designed and monitored U.S.-based training and academic programs for over 37,000 individuals from 143 countries. PIET tailors each training program to match the individual participant and USAID project needs. We carefully monitor and evaluate each program to ensure training objectives are met. We ensure that the program represents cost effective training and achieves results linked to USAID's strategic objectives. Through our network of eleven field offices in Central and Eastern Europe and the Baltics, we support USAID with participant recruitment, selection, testing, processing; the design and delivery of in-country and third-country training; and the design and delivery of follow-on (post-U.S. training) programs.

PIET's Staff

Each staff person at PIET is employed by one of the four partner organizations. There are 90 staff in our Washington, D.C. offices and 50 staff in our 11 offices throughout Central and Eastern Europe and the Baltics.

About Our Participants

Participants come from their government's civil service, the private sector or from academia and are already advanced in their professions. Of the more than 37,000 individuals PIET has worked with, 37% came from Latin America, 21% from Africa, 21% came from the Middle East/North Africa, 12% from Asia, and 9% came from Central and Eastern Europe and countries of the former Soviet Union. Women make up 31% of our total participant numbers.

In FY96, PIET programmed and monitored 1,956 new participants and 333 already in training and

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academic programs in the U.S.. Of the new participants, 497 were from Africa; 105 were from Asia; 997 were from Central and Eastern Europe; 47 were from the Central Asian Republics; 130 were from Latin America and the Caribbean; and 180 were from the Middle East/North Africa.

As a result of their training, participants acquire new skills and knowledge to build institutions and infrastructure, teach, manage or otherwise assist in the development of their countries. The measure of success of the Participant Training Program is participants' contributions to meeting the challenges of development upon return to their home country.

The Training and the Providers

In designing appropriate and cost-effective training, PIET works with training firms; federal, state, and local government agencies; private businesses and economic development agencies; and community organizations. We also work with colleges and universities, making a focused outreach to our nation's 117 Historically Black Colleges and Universities.

Our academic students—currently less than five percent of our total numbers—typically seek a masters level or Ph.D. degree. Participants in the U.S. for non-degree training experience a variety of program formats. Training can be any combination of pre-scheduled training courses; customized on-the-job training, professional shadowing, or internships; short seminars; tailored classroom training; observational study and site visits; and attending a trade show or professional conference. In all cases PIET designs programs that meet the training objectives determined by the individual USAID Mission or Office.

Fields of Training

PIET has the resources and expertise to develop training programs in any field requested by USAID. The areas in which we receive a high number of requests are: agribusiness, banking, community development, computer software/ sales/networks, economic restructuring, educational administration, entrepreneurship, financial management, food science, health care, journalism, law, management, marketing, natural resource management, packaging, privatization, public administration, small business development, textiles, tourism, trade promotion and transportation.

PIET Services for USAID Missions and Bureaus

- Established and currently maintain 11 field offices in Central and Eastern Europe and the Baltics to assist USAID in recruiting, selecting, and processing participants for U.S. training; designing and implementing follow-on programs; and designing and implementing third country and in-country training programs
- Established three field offices in countries of the Newly Independent States to assist USAID in carrying out participant training activities
- Established and maintained a field office in Panama to assist USAID in participant recruitment, selection, and processing, and to carry out in-country training
- Design and implement specialized business programs for entrepreneurs from transitional countries
- Coordinate the design, delivery, and evaluation of third country and in-country training
- Design and delivery of U.S. and overseas conferences and seminars
- Design and production of participant alumni directories and follow-on programs
- Evaluation of overseas language facilities and recommendations on language training policies
- Established an English Language Training Program for ministry personnel
- Minority Institution and Women In Development advising

For more information, contact PIET's Resource Center Staff at 202/429-0810, ext 351. Revised 11/96

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STRATEGIES FOR SUSTAINABLE DEVELOPMENT

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STRATEGIES FOR SUSTAINABLE DEVELOPMENT

USAID's Strategy for Sustainable Development: An Overview

THE CHALLENGE

The United States Agency for International Development was created in 1961 with two purposes in mind: to respond to the threat of communism and to help poorer nations develop and progress. Both were legitimate strategic roles for the Agency; both were grounded in the belief that it was possible to defend our national interests while promoting our national values.

In these capacities, USAID helped the United States achieve critical objectives. It advanced a foreign policy that embodied a commitment to justice and liberty, a desire to bring the benefits of democracy to people throughout the world, a willingness to be a helpful neighbor, a humanitarian response to people in need, and a determination to lead. Over three decades, USAID achieved considerable success fulfilling these strategic mandates.

With the end of the Cold War, the international community can now view the challenge of development directly, free from the demands of superpower competition. The international community in general and the United States in particular have an historic opportunity: to serve our long-term national interests by applying our ideals, our sense of decency, and our humanitarian impulse to the repair of the world.

It is not wishful thinking to believe that we can constructively address the pollution of the seas and the air, overburdened cities, rural poverty,

economic migration, oppression of minorities and women, and ethnic and religious hostilities. On the contrary, the cost of not acting, of having to deal with the global impact of imploding societies and failed states, will be far greater than the cost of effective action. Investment in development is an investment in prevention.

Serious problems of development will yield to effective strategies: This is a lesson of the last 30 years. Many poor nations have experienced unparalleled economic growth during this time. Some have become predominantly middle-class societies; others are well along in similar transformations. In many nations, poverty has declined significantly. Foreign assistance has accomplished much: Vast resources and expertise have been invested to help poor countries develop, and millions of lives have been made better as a result.

Why then is the issue of development so urgent now? It is no exaggeration to suggest that the challenges we face constitute potential global threats to peace, stability, and the well-being of Americans and people throughout the world.

The threats come from a multitude of sources:

- The continuing poverty of a quarter of the world's people, leading to the hunger and malnutrition of millions and their desperate search for jobs and economic security.

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USAID'S STRATEGY FOR SUSTAINABLE DEVELOPMENT: AN OVERVIEW

- Population growth and rapid urbanization that outstrip the ability of nations to provide jobs, education, and other services to millions of new citizens.
- The widespread inability to read, write, and acquire the technical skills necessary to participate in modern society.
- New diseases and endemic ailments that overwhelm the health facilities of developing countries, disrupt societies, rob economies of their growth potential, and absorb scarce resources.
- Environmental damage, often arising from population pressures, that destroys land, sickens populations, blocks growth, and manifests itself on a regional and global scale.
- And finally, the threat comes from the absence of democracy, from anarchy, from the persistence of autocracy and oppression, from human rights abuses, and from the failure of new and fragile democracies to take hold and endure.

Americans cannot insulate themselves from these conditions. Pollution elsewhere poisons our atmosphere and our coastal waters and threatens the health of our people. Unsustainable population growth and spreading poverty can lead to mass migrations and social dislocations, feeding terrorism, crime, and conflict as desperate people with little to lose attempt to take what they want by force.

These threats pose a *strategic* challenge to the United States. If we do not address them now, we shall have to pay dearly to deal with them later.

To respond in a meaningful way, the United States must articulate a strategy for sustainable development. It must forge a partnership with the nations and the people it assists. It must focus on coun-

tries where its help is most needed and where it can make the most difference. It must make the most of limited financial resources and employ methods that promise the greatest impact. And the United States must bring all its resources to bear — not only its money, but its expertise, its values, its technology, and most of all, the involvement of ordinary Americans.

Effectively delivered, development assistance provides a powerful means to address, ameliorate, and even eliminate the problems of rapid population growth, environmental degradation, endemic poverty, debilitating hunger, mass migration, and anarchy. We cannot "develop" nations, but we can help them unleash their productive potential and deal effectively with the challenges of development. As President Clinton has affirmed, foreign assistance is a central component of effective foreign policy. Development cooperation is not just a tactic, but an integral part of our vision of how a community of nations, some rich and some poor, should function.

Because development assistance is designed to help other nations deal with the problems of national life peacefully and productively, our work is both altruistic and self-interested. Successful development creates new markets for our exports and promotes economic growth in the United States. America's poor increasingly benefit from development methods pioneered abroad, such as microenterprise and childhood nutrition interventions. Moreover, foreign assistance facilitates international cooperation on issues of global concern.

USAID lacks the resources to implement all the programs outlined in these papers, and budgetary pressures are forcing our nation to make hard choices among worthy investments. Yet we believe that those choices cannot be made unless the full extent of the threat is understood. These papers are both battle plans and advocacy docu-

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STRATEGIES FOR SUSTAINABLE DEVELOPMENT

ments. They articulate a strategic vision that will guide our work. They also are designed to focus attention within the Executive Branch, in Congress, among the American people, and within the donor community on the crucial role that promoting sustainable development must play in our foreign policy.

The current situation demands nothing less. It is unrealistic to expect that international conflict, oppression, and disorder can be eradicated. But it is not unrealistic to try to address those problems by providing nations, communities, and individuals with opportunities for development. The ultimate dividend should be nothing less than a more peaceful, more prosperous world.

OPERATIONAL APPROACHES

USAID recognizes that its success will be determined by the way it approaches its development mission and responds to urgent humanitarian needs. To meet the challenges of the post-Cold War world, USAID will employ certain operational methods in all its endeavors: support for sustainable and participatory development; an emphasis on partnerships; and the use of integrated approaches to promoting development.

Sustainable development is characterized by economic and social growth that does not exhaust the resources of a host country; that respects and safeguards the economic, cultural, and natural environment; that creates many incomes and chains of enterprises; that is nurtured by an enabling policy environment; and that builds indigenous institutions that involve and empower the citizenry. Development is "sustainable" when it permanently enhances the capacity of a society to improve its quality of life. Sustainable development enlarges the range of freedom and opportunity, not only day to day but generation to generation.

When sustainable development is the goal, the focus moves from projects to the web of human relations changed by those projects. Sustainable development requires investments in human capital — in the education, health, food security, and well-being of the population. Sustainable development sparks changes within society, from the distribution of power to the dissemination of technology. It continually challenges the status quo.

Sustainable development mandates participation. It must be based on the aspirations and experience of ordinary people, their notion of what problems should be addressed, and their consultations with government, development agencies, and among themselves. It must involve, respond to, and be accountable to the people who will live with the results of the development effort. It must help them build institutions of free discourse and inclusive decision-making.

Thus, the fundamental thrust of USAID's programs, whether in democracy building, environment, economic growth, or population and health, will aim at building indigenous capacity, enhancing participation, and encouraging accountability, transparency, decentralization, and the empowerment of communities and individuals. Our projects will involve and strengthen the elements of a self-sustaining, civic society: indigenous non-governmental organizations (NGOs), including private voluntary organizations (PVOs), productive associations, educational institutions, community groups, and local political institutions. This approach will make empowerment an integral part of the development process, and not just an end result.

Partnerships begin with collaboration between donors and host nations. Donors must recognize that development, in every sense, depends on the developing country itself. Donors assist. They can help, facilitate, even accelerate, but the major task must be carried out by the host nation, not

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USAID'S STRATEGY FOR SUSTAINABLE DEVELOPMENT: AN OVERVIEW

the donor. Sustainable development is built upon a sense of ownership and participation. It is not something that donors do for developing countries; it is something that donors help the people of developing countries do for themselves.

The notion of partnership imposes certain responsibilities on host governments. In determining where it will invest its resources, USAID will consider whether the host government permits development agencies and NGOs full access to the people; whether it invests its own resources in development; whether it encourages development through an enabling environment that comprises sound policies and responsive institutions; and whether it fosters local empowerment, particularly of women and members of minorities, as part of the development process.

An increasing portion of development work is being carried out by NGOs, including U.S.-based PVOs, indigenous NGOs, institutions of higher learning, and professional and academic groups. These organizations possess unique skills and contacts; they are USAID's natural partners in development and their work is reinforced by the private sector. Improved coordination with these agencies will permit USAID to do the things it does best and concentrate the skills of its employees where they are most needed.

USAID recognizes that the effectiveness of these organizations depends in large measure on their institutional autonomy. USAID cannot and should not micromanage these organizations. However, to ensure that programs achieve their objectives, USAID will insist upon a critical evaluation of project design, implementation capabilities, and past field performance. It will maintain oversight and communicate regularly once projects have commenced.

Donors must reinforce each other and coordinate at every stage of the development process.

USAID can improve its own effectiveness by cooperating with other donors in a multitude of ways, including: joint assessment of development problems and the threats they represent; cooperative planning and division of responsibility; allocation of resources to reinforce other development efforts; pooling of financial resources where possible and appropriate; sharing of technical resources and expertise; rapid transfer of information about methods and results; and collaboration and communication in the field and collectively with host governments.

Partnership also includes leveraging. In its narrowest sense, leveraging involves the pursuit of matching funds. Much of our leveraging work will continue to be done in coordination with multilateral development banks (MDBs). USAID also will encourage other donors to contribute to worthy projects and to become involved in areas that deserve support but where we lack funds to operate. The Agency will also encourage the active participation of private enterprise. A strategy for development should seek to increase the number and kind of participants in the development process, and efforts to this end are a legitimate part of USAID's mission.

Finally, USAID will use **integrated approaches and methods.**

Integration begins with policy. USAID conducts its programs under the direction and guidance of the Secretary of State and attaches the highest priority to coordinating its work with the needs and objectives of the Department of State and the U.S. Ambassador and the country team, wherever its missions operate.

The fundamental building block of USAID's programs will be integrated country strategies. These strategies will take into account the totality of development problems confronting the society. They will be developed in close cooperation with

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host governments, local communities, and other donors and will consider how social, economic, political, and cultural factors combine to impede development. They will seek to identify root causes and the remedies that can address them. We intend to minimize so-called "stovepipe" projects and programs that operate without regard for other development efforts or larger objectives.

USAID will pay special attention to the role of women. In much of the world, women and girls are disproportionately poor, ill, and exploited. Of necessity, the development process must focus on their social, political, and economic empowerment. We will integrate the needs and participation of women into development programs and into the societal changes those programs are designed to achieve. Women represent an enormous source of untapped talent, especially in developing nations. The success of women — as workers, food producers, health providers and teachers of their children, as managers of natural resources, and as participants in a democratic society — is essential to successful development. A development process that fails to involve half of society is inherently unsustainable.

Development assistance must address the specific needs of women in developing nations: health, housing, education, equal access to productive resources and employment, participation in society, and empowerment. In their design and implementation, programs must take gender issues into account and pay particular attention to the needs of women in poverty. The ultimate success of our work will be determined by the impact it has upon the lives of the women and men it is designed to assist.

AREAS OF CONCENTRATION

The United States must commit itself to act, must act in concert with other donors, must act where

it can have maximum effect, and must draw on its strengths. These strengths determine where USAID will concentrate its resources.

USAID's programs will be undertaken in three types of countries:

- Countries where USAID will provide an integrated package of assistance — these will be termed sustainable development countries. Assistance to these countries will be based on an integrated country strategy that includes clearly defined program objectives and performance targets.
- Countries that have recently experienced a national crisis, a significant political transition, or a natural disaster, where timely assistance is needed to reinforce institutions and national order. These are classified as transitional countries.
- Countries where USAID's presence is limited, but where aid to non-governmental sectors may facilitate the emergence of a civic society; help alleviate repression, meet basic humanitarian needs, enhance food security, or influence a problem with regional or global implications. In such countries, USAID may operate from a central or regional base, may focus on policy and institutional changes in the public sector, or may support the work of U.S. or indigenous NGOs or institutions of higher education.

Within these nations, USAID will support programs in four areas that are fundamental to sustainable development: Population and Health, Broad-Based Economic Growth, Environment, and Democracy. Progress in any of these areas is beneficial to the others. This is especially true with rapid and unsustainable population growth, which consumes economic gains, deepens environmental destruction, and spreads poverty.

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USAID'S STRATEGY FOR SUSTAINABLE DEVELOPMENT: AN OVERVIEW

Problems of the environment, population, health, economic growth, and democracy also have a transnational impact. They require approaches that consider the global impact and that are not confined to individual states. Investments in these areas thus must be seen as primary prevention of the crises, deep-seated poverty, and despair that fuel civil unrest and international turmoil.

The United States in general and USAID in particular have extensive skills in each of these key areas. Moreover, USAID's partners in development — American PVOs, universities, and training organizations, and the American private sector — are particularly experienced in these areas.

Finally, solutions to these problems will help create self-sustaining, civic societies. Such solutions are characterized by local empowerment, the involvement of the recipients of aid in their own development, decentralization of decision-making, and the establishment of institutions of consensus-building and conflict resolution. They mandate the creation and involvement of indigenous NGOs — intermediary organizations that enhance popular participation, that deepen the benefits to society, and whose very existence can promote peaceful change. Such solutions are the essence of sustainable development.

USAID will continue to carry out its other traditional mandate: providing emergency humanitarian assistance and disaster relief with dollars, technical expertise, and food assistance. Emergency humanitarian assistance and disaster aid are integral to the process of promoting sustainable development. Emergency humanitarian assistance relieves suffering and stabilizes nations that have experienced natural disaster or famine. Typical humanitarian crises such as famine, civil conflict, and the inability to respond to natural disaster increasingly owe directly to failures of development. Emergency humanitarian assistance is a necessary, stop-gap

response that helps nations recover to the point where they can address the larger issues of development.

As part of its humanitarian assistance and disaster relief function, USAID will acquire the capability to respond rapidly to the needs of countries in crisis. This is particularly critical to USAID's long-term development mission. A gap in development assistance currently exists: Emergency relief helps nations that have suffered acute crisis or natural disaster; programs of sustainable development address the long-term needs of developing societies. But nations that are trying to emerge from crisis or make a transition from authoritarianism to democracy often have urgent, short-term political requirements that are not addressed by either traditional relief programs or programs of sustainable development.

USAID can help mitigate these problems in two ways:

First, by helping countries reestablish a degree of food self-reliance through the distribution of such things as tools, seeds, and other agricultural supplies essential to begin planting and to reinvigorate the agricultural sector.

Second, by helping to reinforce and rebuild institutions. The transition from disaster or civil conflict is itself a crisis. From the political point of view, it is best to address such crises early, before famine and social disorder perpetuate and the momentum of civil conflict becomes irresistible, and before the cost of reconstruction grows geometrically. From the developmental point of view, it is best to arrest conflict and buttress institutions before the social structure collapses and takes with it the coherent pieces of an economy and a civic society that could grow and modernize.

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STRATEGIES FOR SUSTAINABLE DEVELOPMENT

MEASURING RESULTS

The success of foreign assistance is determined by its impact upon developing nations. Inputs are meaningless without reference to effects.

With this in mind, USAID will measure its results by asking how projects and programs achieve discrete, agreed objectives. This is a demanding approach that forces everyone involved in the foreign assistance process to focus on how projects actually affect the way people live and to distinguish self-sustaining accomplishments from ephemeral ones.

This approach also forces people within USAID to work as a team in designing, implementing, and evaluating projects and programs. It obligates them to cooperate with contractors and grantees; with NGOs, universities, and colleges; with the private sector; with other donors; with multilateral institutions; with host governments; with local authorities; and most important of all, with the citizens of developing countries, the intended beneficiaries of these programs.

While no program can touch every aspect of life within a society, individual programs in each of USAID's areas of concentration need to be structured and implemented to produce affirmative answers to these kinds of questions:

Is the program consistent with the interests and values of the American people?

Does the program or project produce measurable, positive effects? Does it lower population growth rates, create jobs and incomes, augment food security, enhance public health, improve air and water purity, slow the loss of soil and soil fertility, arrest the loss of biodiversity, create indigenous democratic institutions?

Does it address the actual needs of the local people as they themselves define them? Does it consult local people to identify related problems and opportunities?

Does the program build indigenous capacities and permanently enhance the capacity of the society to improve the quality of life?

Does the program involve and empower the people who are supposed to benefit from it? Do they participate in planning, allocation of resources, selection of methods, management, oversight, and assessment of accomplishments? Does the program help create the institutions of a civic society? By its design and operation, does the program help establish and strengthen indigenous NGOs?

Does the program avoid duplication and incorporate lessons learned by the development community? Are the specific ways in which the program affects global and transnational problems shared locally, nationally, and regionally?

Does the program create economic opportunities for different groups in society? Does it generate economic opportunities for American business? Are USAID mechanisms used to identify and disseminate these opportunities to the agencies, companies, and individuals in the country, in the region, and in the United States who might benefit from them?

By applying standards such as these, USAID can ensure that its development programs help the United States respond to the strategic threat of failed development. These standards will shape USAID's approach to each of the areas of strategic concern, as is evident in the five accompanying papers. The value of these standards will be evident in the attitudes they affect within the Agency and the development community, in the development effort that ensues, and in the global improvement in the quality of life.

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Summary and Conclusions

Reformulating United States foreign assistance: towards a new consensus?

Following its last review of the United States (US) aid programme, the Development Assistance Committee (DAC) looked forward to:

"A reformulation of the United States foreign assistance programme building around the essential role of development in meeting the political, economic and humanitarian challenges of the post-Cold War world [e.g. population and migration pressures, environmental overload, conflict resolution, AIDS and other diseases, and narcotics], which increasingly link into the welfare of the United States and other developed countries, [in order to] give the United States aid effort a fresh impetus commensurate with the global role of the United States." [Press Release, SG/PRESS(92)56, July 1992.]

At the time of the current DAC review, considerable progress has been made towards this objective. However, the declining US aid volume poses a risk of undermining political support for development co-operation in other DAC countries, thus compromising the collective international donor effort to build human security and well-being.

The US Administration has launched an effort to forge a new consensus on foreign assistance as an instrument for engagement in the challenges and opportunities of the post-Cold War world. The Administration is framing and co-ordinating its foreign assistance expenditures in terms of six major objectives through a mechanism which brings together the relevant Agency Heads under the chairmanship of the Secretary of State. The six objectives are:

- promoting sustainable development;
- building democracy;
- promoting peace;
- providing humanitarian assistance;
- promoting US prosperity; and
- advancing diplomacy.

Within the sustainable development rubric there are four major programmes:

- broad-based economic growth;
- protection of the global environment;
- stabilization of world population growth; and
- support for democratic participation.

Legislation based around these objectives was put before Congress in 1994 (the proposed Peace, Prosperity and Democracy Act). However, the legislative programme was not completed in 1994, and the changed composition in Congress following the November 1994 elections makes the passage of a new Act uncertain in the near future.

The thrust towards a rearticulation of US foreign assistance policies to reflect a changed world is welcome from the DAC perspective. Freeing assistance from the "containment mode" of the Cold War, and linking regional conflict resolution and "transition" processes with long-term development, should allow for a more effective development effort and greater consensus both within the US and between the US and other DAC countries. The DAC emphasizes the importance of reinforcing the role of development co-operation in US foreign assistance, and particularly the sustainable development component which embodies the objectives adopted by DAC Members as set out in the DAC's 1989 "Policy Statement on Development Co-operation in the 1990s".

The new strategic approach also provides a much needed basis for simplifying the multiplicity of objectives and earmarks which have accumulated under the present legislation, to the detriment of effective planning and

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execution of assistance efforts. A new understanding between Congress and the Administration on priorities and accountability, which reduces the detailed level of Congressional involvement in the administration of US development assistance would be welcome. DAC Members will follow closely the debate on the objectives and management of development assistance in the new Congress.

Also welcome is the move to improve the co-ordination of foreign assistance activities across Federal agencies through the annual budget review process. While various co-ordination and consultation arrangements have been tried in the past, these have not proved to be particularly effective. Under the new mechanism, relevant Agency Heads are brought together under the Chairmanship of the Secretary of State to consider objectives, responsibilities and associated resource allocation issues. It is to be hoped that this co-ordination mechanism will help to promote an integrated view of the various foreign assistance objectives proposed in the new strategy, and strengthen the role of the United States Agency for International Development (USAID) as the agency with primary responsibility for foreign assistance policy and programmes.

The "reinvention" of USAID

Under new leadership, USAID was one of the first Federal agencies to volunteer as a "reinvention laboratory for the National Performance Review (NPR)", a process launched by the Administration with the aim of streamlining and reinvigorating the operation of government. The key reforms being implemented in USAID are as follows:

- setting strategic objectives as the basis on which programmes and projects are identified and designed, and establishing performance indicators and timeframes for measuring results;
- establishing a new "Global Bureau" within USAID, organised along sectoral and thematic lines, bringing together much of USAID's technical expertise, including that previously located in the regional bureaus;
- streamlining and speeding up programme and project design approaches, increasing beneficiary involvement in programme conception and implementation, and establishing computerised information systems to facilitate approval, monitoring and "learning" processes across the Agency;
- closing 21 field missions and ending or reducing 34 country programmes in countries seen as suitable for graduation or as unsatisfactory development partners, or where the cost of delivering assistance was seen as too high in proportion to the amount of assistance provided;
- reforming staffing structures by, among other things, pruning back significantly senior management numbers, and a proposed new unified service category, which will permit greater staff mobility and allow technical personnel to enter the higher ranks;
- streamlining the procurement and contracting system and strengthening measures to ensure that it produces competition and attention to quality among suppliers;
- designing a new accounting system to replace more than 12 existing systems.

Most of the above reforms have either just been implemented or are still in the planning stages. They are impressive in scope. Despite the recognised excellence of much of US aid on the ground, the reputation of USAID had diminished in US policy circles in recent years. USAID's standing has been substantially enhanced recently as a result of its commitment to announced reforms. It is important of course that implementation proceed at a pace which can be effectively absorbed by the staff. A fuller assessment of their effects will be possible at the time of the next aid review of the US.

The stronger thrust towards performance-based management is a trend noted in a number of other DAC Members, which is to be discussed in the Committee's 1995/96 work activity on development effectiveness. This approach should be implemented in a way which enhances rather than detracts from USAID's traditional strengths. One such strength is the key role of the field mission and the ability to establish long-term relationships with local counterparts. With this strength, USAID has produced significant institution-building and policy reform successes, with benefits accruing over decades. To ensure that USAID keeps adding to this record of success, the specification and operation of performance objectives will need to allow for long-term policy reform and capacity-building activities and even greater importance will need to be placed on full co-ordination with the recipient country and other donors.

USAID has stated that the "fundamental building block of USAID's programs will be integrated country strategies", which take into account the totality of development problems confronting the society and seek to identify root causes and remedies that can address them. An important implication of this statement is that consultation with beneficiaries and policy dialogue with local officials will become even more the bedrock of programme design and objective-setting. This approach will require that field missions and regional bureaus

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retain their primacy in the "reinvented" USAID. Priority global issues and the operation of the new Global Bureau will need to be clearly linked into the integrated country strategies. Such strategies are incompatible with a high degree of detailed priority setting from outside the country programme context.

If performance-based aid management works well, it should enhance the status that USAID field missions already hold as a basic authority on the local development situation in many countries, and their role in donor co-ordination. In this connection, while some of the mission closures in more advanced countries were obviously justified, in some of the more difficult countries the US field presence will be missed.

Aid resources and public support: a paradox and a proposal

As is now the case with many other DAC Members, public expenditure constraints and new claims on aid funds are the chief determinants of the US aid budget. The discretionary part of the US Federal budget was capped under an agreement between the Administration and the previous Congress at \$500 billion in order to continue the process of deficit reduction. Some \$250 billion goes to defense. Aid appropriations managed by USAID amount to around \$7.5 billion and compete with the other \$250 billion of discretionary programmes.

A perplexing feature of the US development assistance effort is that while public opinion responds readily to situations of acute needs in developing countries (contributions to private voluntary agencies are among the highest per capita among DAC Members), there is no strong public support for the Federal aid budget. This may be explained in part by the fact that the public greatly overestimates the share of foreign assistance in the US Federal budget. According to a recent poll, the majority of respondents believe it to be around 20 per cent of total US Government spending. In fact, USAID spending represents only 0.5 per cent of the Federal budget and the US has the lowest ODA/GNP ratio among DAC Members.

While aid is thus a small component in the aggregate budget picture, any increase must come at the expense of some other discretionary programme given the fiscal environment. Conversely, the aid programme is vulnerable to needs for increases in other areas of discretionary expenditure.

Long-term development co-operation needs to be seen as a cost-effective public investment in the context of the wider definition of human security in the post-Cold War era. A readiness to allocate more resources to the aid budget would be a rational response by the United States in terms of the overall impact of public expenditures on national well-being.

The International Affairs Account in the US budget covers a diverse range of activities. The DAC concept of Official Development Assistance (ODA) is not widely known in the US and plays no part in political debate. Budgetary decision making is not framed in terms of ODA as it is in most other DAC countries. A suggestion which the US authorities might consider is to provide either within or alongside existing budget presentations a concise "Development Co-operation Budget", which would draw together all development-related expenditures (including some which may be outside the International Affairs Account). Even if such a listing might not have any legislative function, and would not constitute an "ODA budget" of the kind familiar to many DAC Members, it could play a role in informing Congress and the American public of the shape and magnitude of US development assistance efforts.

Volume and allocation of aid

There is considerable apprehension in the donor community that some proposals may be given voice in the new Congress which raise the possibility of major cut-backs in US aid and even a turning away by the US from the common effort for development which it inspired over 30 years ago.

As noted above, the ODA concept is not much used in helping to determine the size or shape of the US aid budget. In terms of ODA, US aid disbursements fell in 1993 by some \$2 billion or 19 per cent in real terms to \$9.7 billion, reflecting a downcycle in multilateral payments, the expiry of the DAC agreement on the reporting of military debt relief as ODA but also a continuing slow erosion of assistance levels for developing countries. Japan has now clearly overtaken the US as the largest donor of ODA in terms of absolute volume, at \$11.3 billion. The ODA/Gross national product (GNP) ratio went down to 0.15 per cent, the lowest among DAC Members and just half the DAC average. The DAC urged the US to reverse this declining aid performance.

It should be noted that the US disbursed some \$630 million in 1993 to the countries in Eastern Europe and to the New Independent States of the ex-Soviet Union (NIS) many of which are classified in the non-ODA part of the DAC List of Aid Recipients. It should also be noted that the US disbursed \$1.2 billion to Israel in 1993. From 1996, it is expected that Israel may no longer be classified as a recipient of ODA.

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The most recent budget outcomes have involved cuts in the Administration's requests, with actual appropriations remaining more or less constant. There have been some signs of flexibility however. A major one-time extra allocation for aid to Russia was made in 1993/94 from resources found outside the foreign assistance appropriation. Within the International Affairs Account, military assistance has been falling; there has been a decrease in food aid provided under the export promotion title of PL 480; and supplemental funding is being provided from time to time for emergencies.

In terms of geographical and functional allocation, the most dramatic changes in the appropriations for 1995/96 are the increases in emergency and humanitarian aid, and the cuts in aid to Asia and Latin America. Official aid to the countries of Central and Eastern Europe has begun to decline. There has been a substantial increase in appropriations to the NIS, notably to Russia. Special fast-track programming and implementation procedures are being employed in the NIS, aimed at achieving the essential objectives and thus terminating the need for aid.

Overall, the aid volume picture is dominated by a fixed or falling financial ceiling with rising commitments to particular sectoral and geographical priorities. A serious consequence is that the US aid programme has all but run out of the financial capacity to respond with flexible balance-of-payments support for new economic or political reform thrusts as they arise, or to help provide the sustained follow through budget support needed to assure the success of conflict settlements.

Multilateral aid

The US has accumulated substantial arrears both to the United Nations (UN) system and to the multilateral concessional financing facilities, due to Congressional reluctance to approve the necessary appropriations. Plans discussed with Congress in 1994 to eliminate these arrears over the next few years are welcome. At the same time these plans appear to imply a reduction in US contributions to future financing of these agencies and facilities. This would represent a shift in burden-sharing to other DAC Members, and might have serious consequences for upcoming replenishments of the International Development Association (IDA) and the soft windows of the regional development banks.

United States economic interaction with developing countries and policy coherence issues

The US has a striking degree of economic involvement with developing countries in all fields - trade in both goods and services (now amounting to 40 per cent of total US trade), migration, capital markets and direct investment. Indeed the relationships with developing countries have been a major source of dynamism for the US in the 1990s. With the sustained recovery in the US economy and the fall in unemployment rates to relatively low levels, it seems clear that there have been important net benefits on all sides. Imports and migrants from developing countries may appear as a source of local adjustment problems, but the evidence is that the national economy has thrived.

Globally, it is of key importance that the US should continue to provide leadership in the extension and application of the multilateral system, avoiding discriminatory actions in such fields as trade protection and environmental standards. Ratification of the Uruguay Round outcome has been a welcome commitment in this respect. US orientations to the work of the new World Trade Organisation will now be followed with much interest. The United States is making a major input into the effective implementation of the OECD disciplines on the use of aid to subsidise exports. And domestic pressures to make aid a part of its commercial policy have successfully been resisted (although a "buy America" directive is a source of distortion and inefficiency in aid procurement).

Within Latin America and the Caribbean, US policies can play a key part in facilitating long-term employment-generating growth. The North American Free Trade Agreement (NAFTA) represents a major instrument in this context and the recent agreement among Heads of State in Miami in December 1994 to work towards hemisphere-wide free trade is also welcome. It seems crucial that US aid levels to the Latin American region should be sufficient to help build sound capacities for good governance to follow up the political progress that has been achieved in the last few years, including the resolution of civil conflicts in Central America.

More broadly, the overarching human security interests of the US imply that aid levels and other US policies should constitute a mutually supportive and sustained approach to political, social and economic development on a global basis.

**Figure 2: USAID Strategic Framework 1995/96:
Agency Mission, Goals and Objectives**

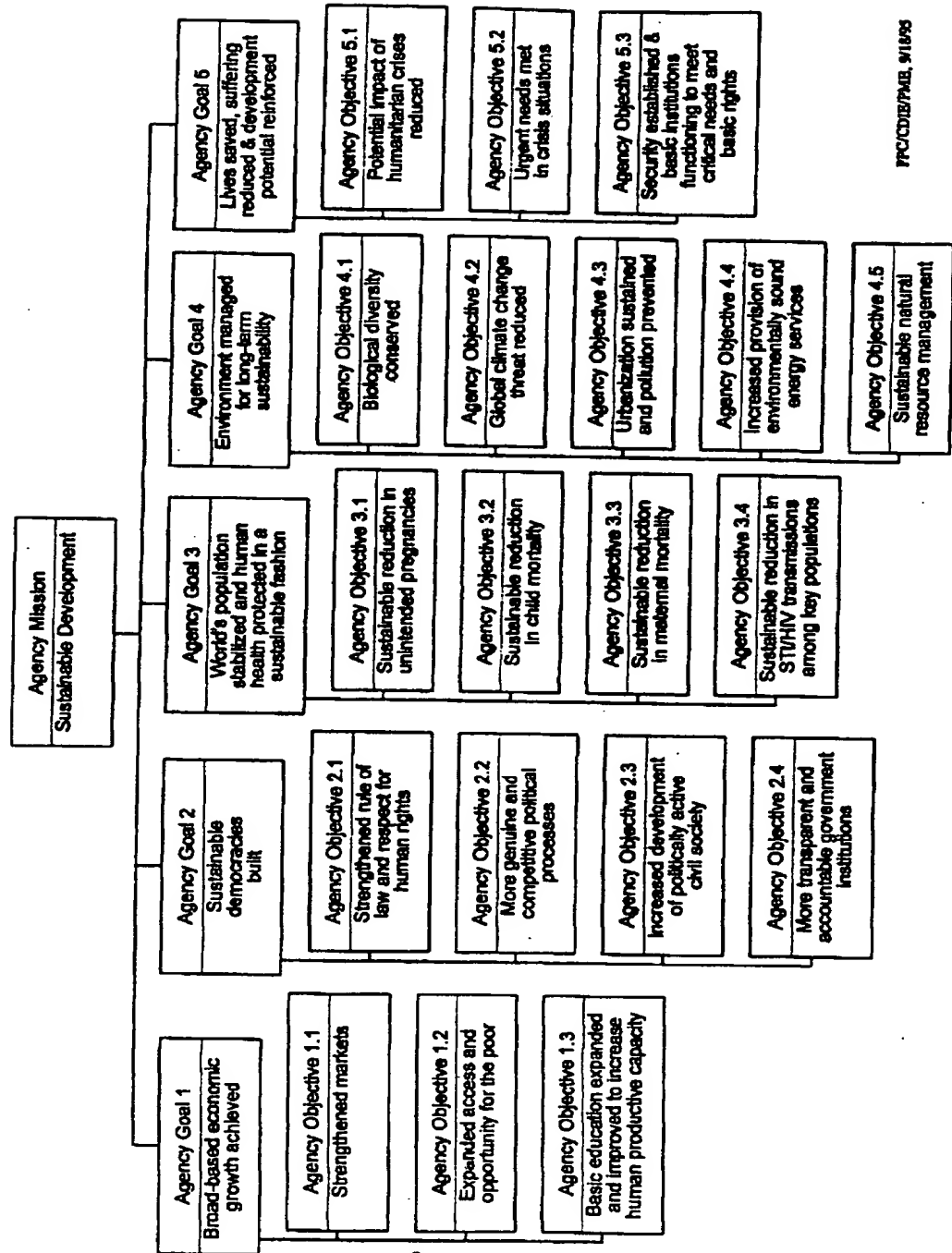
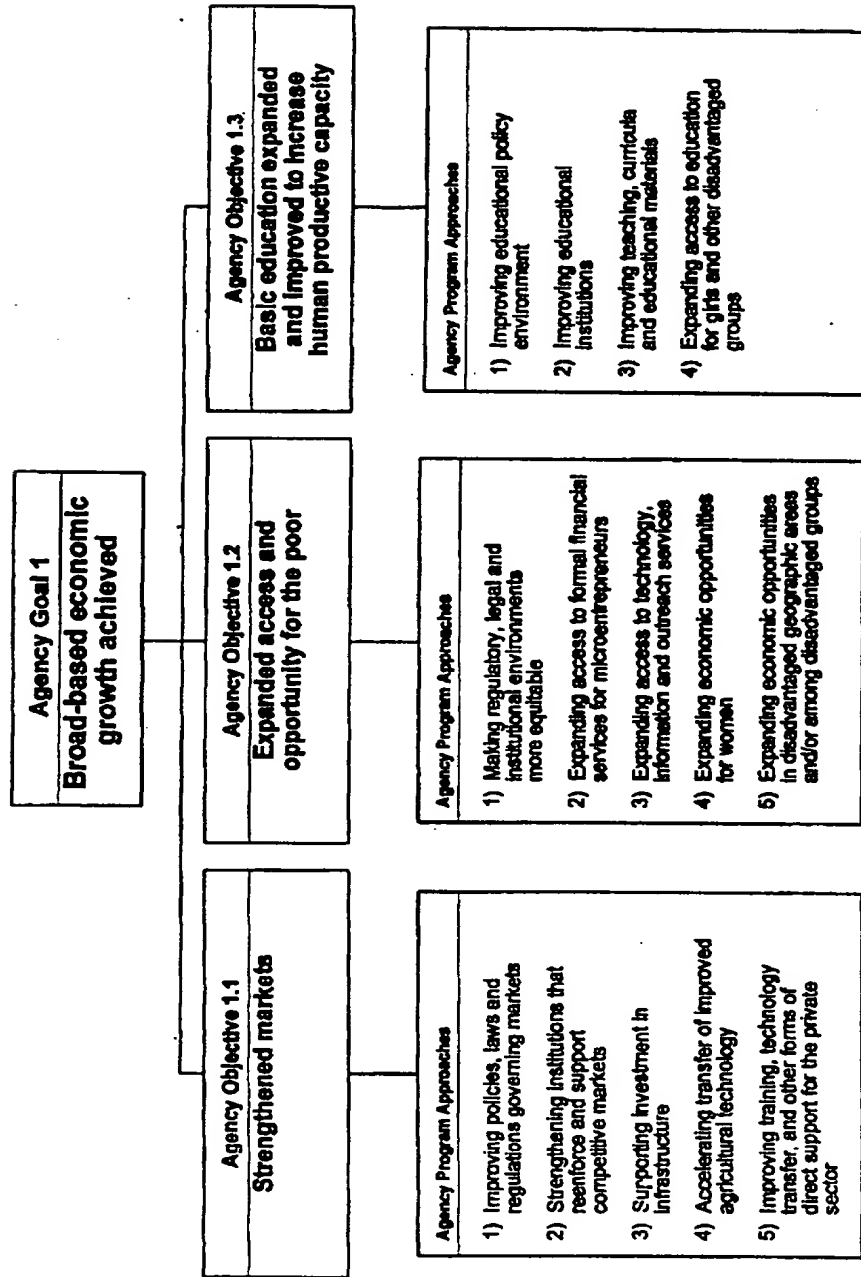


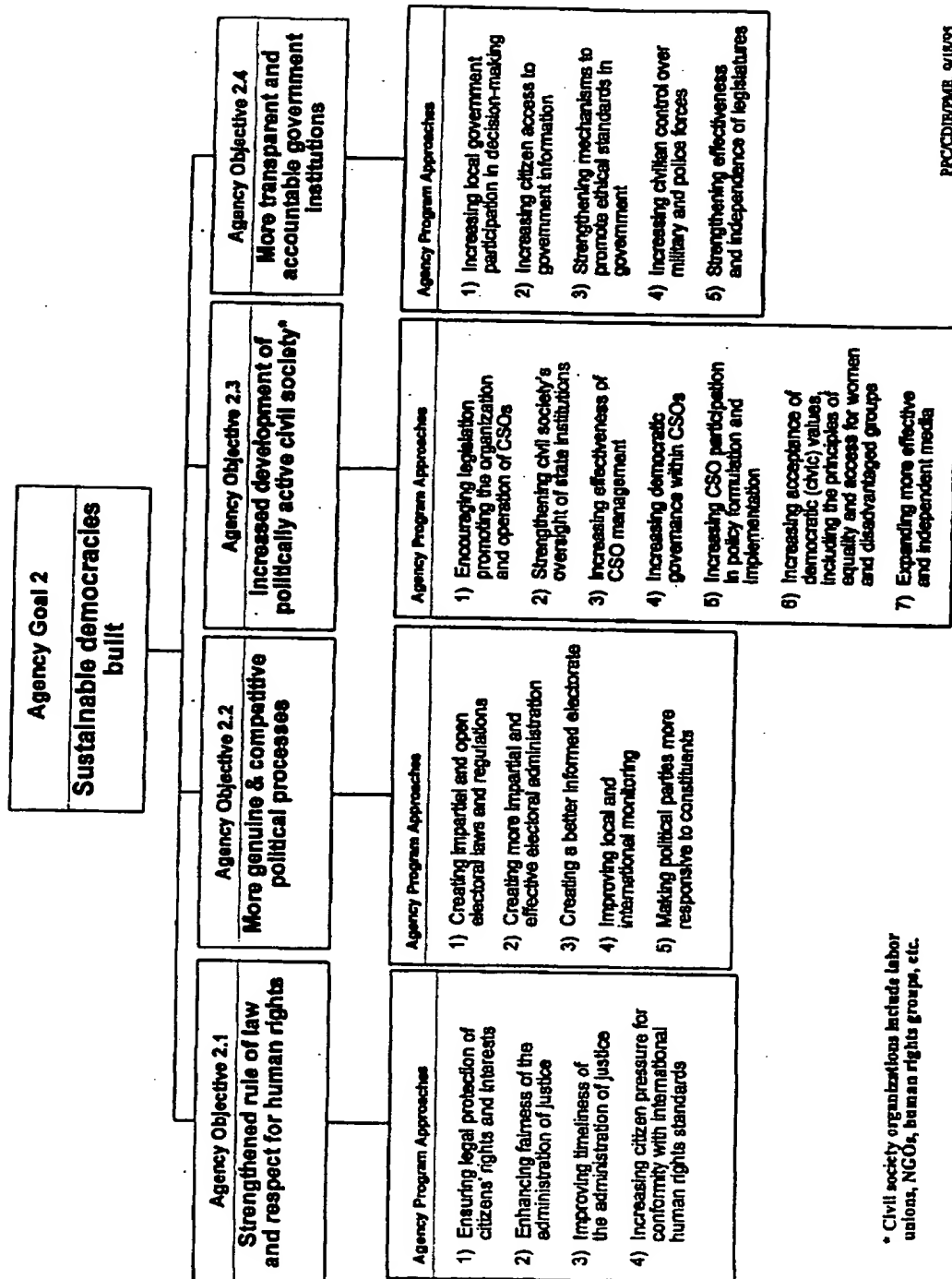
Figure 3a: Economic Growth Strategic Framework 1995/96



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Figure 4a: Democracy Strategic Framework 1995/98



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Figure 5a: Population, Health and Nutrition Strategic Framework 1995/96

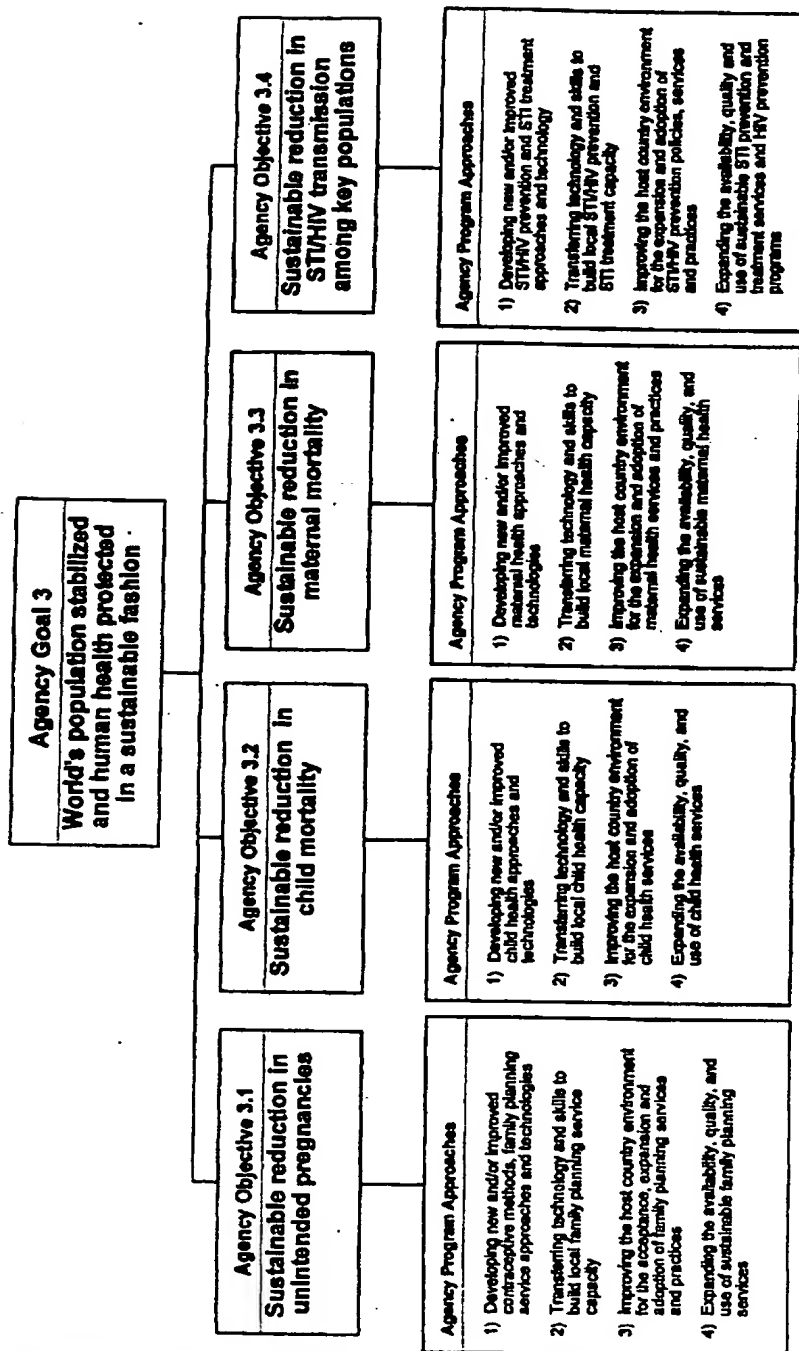


Figure 6a: Environment Strategic Framework 1995/96

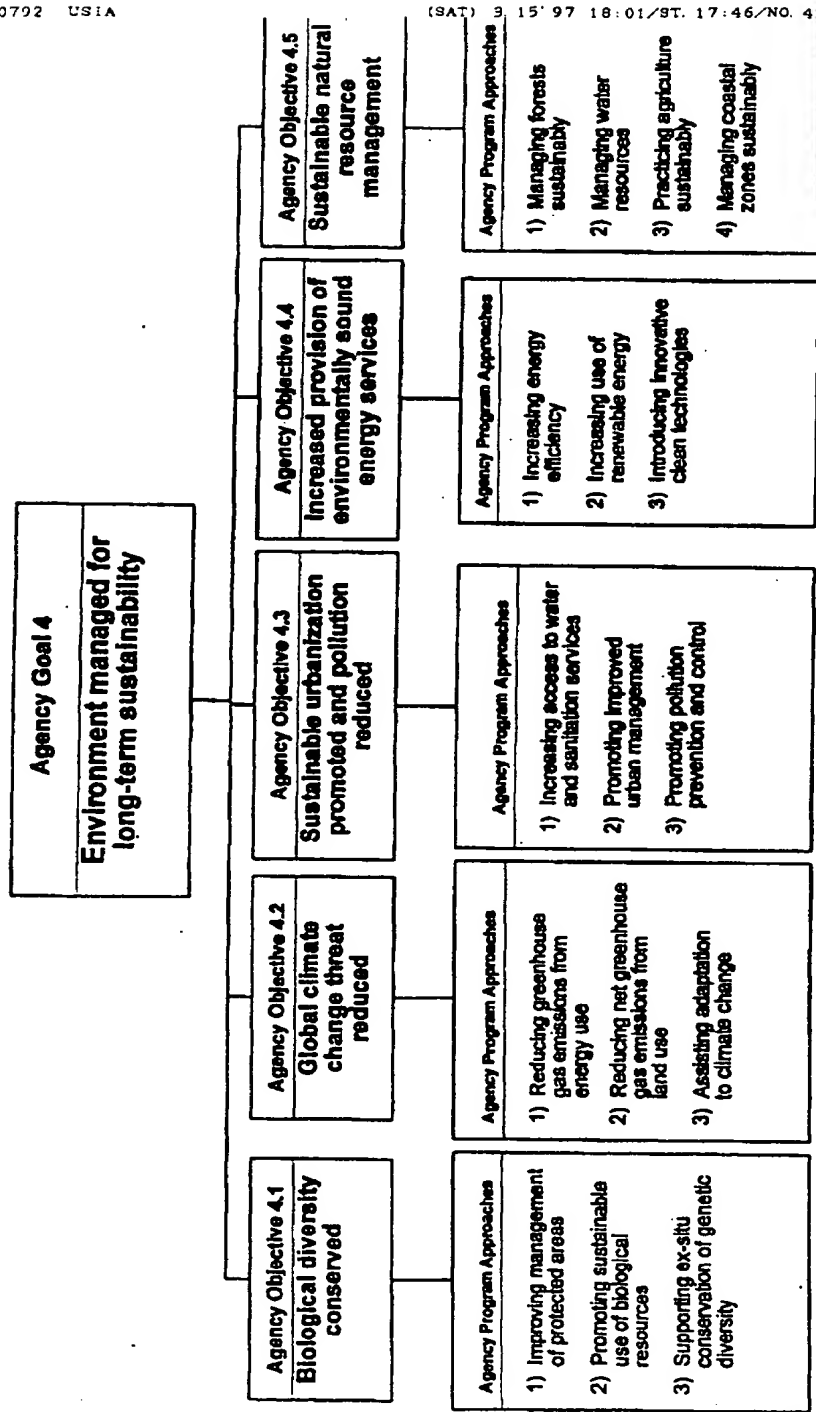
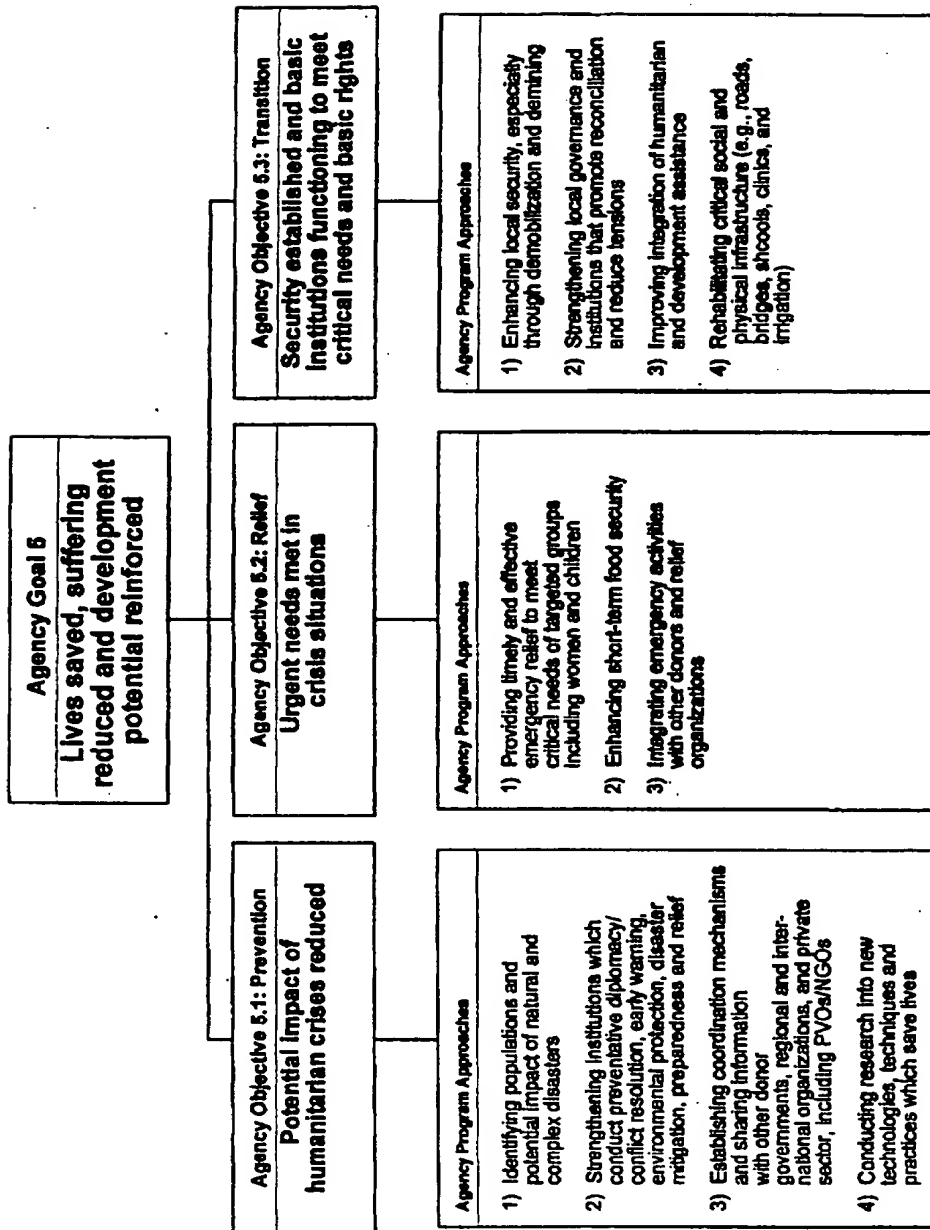


Figure 7a: Humanitarian Assistance Strategic Framework 1995/96



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INTRODUCTION

Since 1961, the U.S. Agency for International Development (USAID) has carried out America's economic and humanitarian assistance programs abroad. U.S. foreign assistance has always had the twofold purpose of furthering America's foreign policy interests in expanding democracy and free markets while improving the lives of citizens in the developing world. Spending less than one-half of 1 percent of the federal budget, USAID works to achieve five interrelated development objectives: promoting broad-based economic growth; advancing democracy; stabilizing population and protecting human health; protecting the environment; and saving lives and preventing disasters through humanitarian assistance.

During the Cold War, advocates and critics alike agreed that foreign assistance was often directed primarily to advance U.S. strategic interests in Africa, Latin America, the Middle East and Asia. Foreign assistance programs placed a high priority on offsetting Soviet influence in these regions. As a result, U.S. foreign assistance was — at times — directed to nations that failed to embrace basic democratic principles and sound economic policies.

The end of the Cold War brought a unique opportunity to redirect U.S. foreign assistance to better advance America's interests in a rapidly changing international environment.

Competing Successfully in the Global Economy

Perhaps the most striking trend to emerge in the wake of the Cold War is America's role in an increasingly interconnected, and highly competitive, global economy. The emergence of new and expanding markets for the U.S.

economy and their strong potential for growth have made the economies of developing nations increasingly important to the United States.

Most of the growth in U.S. exports continues to come from countries in the developing world and countries in transition from state-dominated to free-market economies. Between 1990 and 1995, exports to developed countries — such as America's traditional trading partners in Western Europe — grew by only 5.7 percent. In contrast, in 1995 alone, U.S. exports to developing countries rose by 11.8 percent. Annual growth in such exports has averaged 12 percent over the last 10 years, with the yearly total almost tripling since 1985.

Between 1990 and 1995, American exports to transition and developing countries increased by \$98.7 billion. This growth supported roughly 1.9 million jobs in the United States, using the common multiplier of 20,000 jobs generated by each billion dollars worth of exports. Economic growth and development abroad directly benefit the U.S. economy in terms of trade. U.S. exports to the developing world rose to a record \$215 billion in 1994. Increased U.S. income and employment from export growth are tangible benefits of expanded trade.

USAID plays a critical role in helping to develop new markets for the United States, understanding well that poor people make poor customers and that bad policies and weak institutions make for a poor business climate. Foreign economic and humanitarian assistance programs in the developing world constitute a critical investment in the future of the American economy. USAID programs help increase standards of living, enabling nations to begin to afford greater quantity and quality of American goods and services.

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*In the wake of the
Cold War, USAID
has been called on
to serve as a frontline
agency in helping to
secure a number of
high priority political
and economic
transitions around
the globe.*

Foreign assistance also fosters an enabling environment for U.S. trade and investment in developing nations by helping secure open environments for trade. USAID programs are often instrumental in establishing fair business codes, viable commercial banks and reasonable tax and tariff standards. Foreign assistance helps create the stable and transparent business climates within which U.S. companies can operate successfully abroad. Programs in other key areas such as health, the environment and population help support the prospects for lasting economic growth and enable nations to become less dependent on aid.

A Changing Role and a Changed Agency

In the wake of the Cold War, USAID has been called on to serve as a frontline agency in helping to secure a number of high priority political and economic transitions around the globe. In places such as Russia and the New Independent States of the former Soviet Union, South Africa, Haiti, the West Bank and Gaza, and Bosnia, USAID continues to play a vital role in assisting historic advances toward free and peaceful societies.

In addition to assisting nations as they make the transition away from closed economic and political systems, USAID has also responded to the ongoing exigencies of complex humanitarian crises in nations such as Rwanda, Bosnia, Liberia and northern Iraq. The proliferation of these complex crises has placed millions of civilians in conditions of dire humanitarian need and strained the international community's ability to respond to these urgent requirements. In addition to these high-profile activities, USAID continues to carry out equally important long-term development programs around the globe.

As the foreign policy concerns of the United States have evolved over the past decade, the role of USAID has become more focused. Three years ago, USAID became a reinvention laboratory under the National Performance Review, one of only two U.S. government agencies so named. As a reinvention laboratory, USAID focused on fewer, more attainable objectives; simplified the agency's organization and empowered its staff; and redesigned and simplified the ways it does business.

At the end of 1995, the agency had

- Defined a clear and understandable set of policies based on producing demonstrable results and accurately monitoring and evaluating all of USAID's development activities;
- Announced the close-out of 24 overseas missions over a three-year period;
- Reduced total staff by over 1,750 positions and permanently eliminated 70 senior positions;
- Combined administrative costs with other government agencies to achieve \$7 million in cost savings over five years;
- Reduced project design time by 75 percent;
- Cut regulations by 55 percent;
- Developed a new electronic acquisition and procurement planning system that replaced 65 different systems and eliminated tons of paperwork; and,
- Cut competitive contract award time by over 50 percent.

Delivering Assistance — The Agency's Strategy

Under the leadership of the Clinton administration, USAID has honed its strategic approach to more closely reflect U.S. national interests. Gone are the days when foreign assistance will be offered to nations that fail to embrace the basic tenets of good governance and sound economic development. USAID considers the following national interests when identifying countries for foreign aid:

Promoting U.S. economic security: USAID programs create markets abroad for U.S. goods by fostering a sound policy and institutional environment and promoting lasting economic growth in developing countries.

Enhancing prospects for peace and stability: USAID programs in areas such as Central and Eastern Europe, the New Independent States, the Middle East and Central America are critical to reduce the potential for conflicts that would gravely threaten U.S. security.

Preventing humanitarian and other complex crises: In the last year, USAID has taken an

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Lessons Without Borders

In 1994, USAID launched the Lessons Without Borders program to introduce techniques used overseas to help solve some of the social and economic problems that the United States faces at home. Baltimore, Boston and Seattle have hosted Lessons Without Borders programs. Lessons Without Borders brings home to American

communities some of the innovative techniques in health, economic development and the environment that have been discovered through foreign assistance programs. Nine Baltimore health care and economic development professionals traveled to Kenya and Jamaica to see USAID projects in action. USAID had helped Kenya

achieve an 80 percent immunization rate for 2-year-olds; Baltimore's immunization rate for 2-year-olds at the time was only 56 percent, and only 62 percent of Baltimore's school-age children had all their required immunizations. With strong support from Baltimore's mayor, and using techniques witnessed in USAID pro-

grams abroad, Baltimore launched a massive immunization campaign in 1995. Some 39,000 school-age children were either immunized or more complete records were collected for them. The bottom line: The rate of documented immunization in Baltimore is now 96 percent.

aggressive approach to prevent massive humanitarian crises before they occur, in an effort to stem the high financial and human cost of peacekeeping, refugee crises and emergency relief operations.

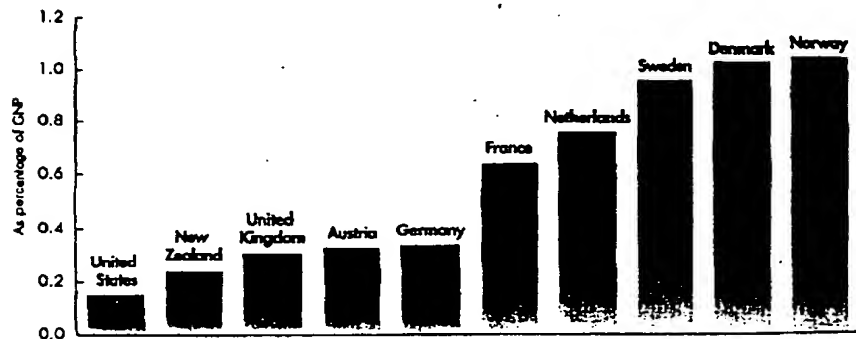
Protecting the United States against specific global dangers: USAID efforts beyond America's borders are increasingly important in protecting the United States from such clear threats as the spread of the Ebola virus, unchecked population growth and loss of biodiversity.

USAID has identified five goals that directly advance the national interests listed above and promote lasting economic and social development in nations receiving U.S. foreign assistance. The five agency goals are: promoting broad-based economic growth; advancing democracy; stabilizing population and protecting human health; encouraging sound environmental management; and responding effectively to humanitarian crises. Within these

five overarching goals, USAID has identified 19 agency objectives that contribute to achieving these goals. (See Figure 1.)

USAID's progress toward achieving these specific goals and objectives is outlined in this report. However, because of its brevity, it is impossible to offer a full and complete breakdown for every country receiving assistance and its progress or setbacks during the course of the last year. Instead, this report is designed to provide a broad overview of USAID activities and their impact. As with any endeavor, some activities were more successful than anticipated, and some programs did not achieve their desired results. But, because of USAID's increasingly effective use of performance measures and evaluation, the agency is now better able to correct or discontinue activities that are not achieving intended results. These performance measures also make it easier to identify and share those techniques and approaches that have proved particularly effective on a larger scale.

Figure 2
Foreign Aid as a Percentage of Gross National Product 1994



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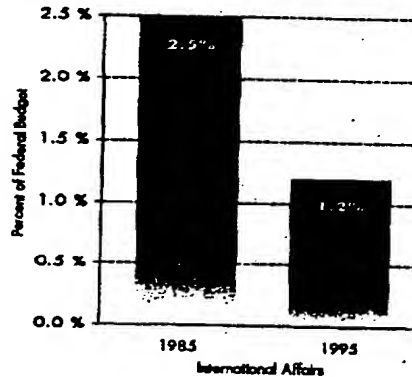
Declining Resources

It is important to note that even though USAID has responded effectively to a wealth of challenges in the post-Cold War world and has made impressive strides in streamlining and reforming its management, it is carrying out its mission against a backdrop of sharply declining U.S. resources available for foreign assistance.

Since foreign assistance became a cornerstone of U.S. foreign policy after the end of World War II, the relative size of the U.S. assistance program, in real dollars, has declined steadily. In 1949, during the Marshall Plan, foreign aid represented 3 percent of U.S. gross national product (GNP). Now foreign assistance represents about 0.17 percent of U.S. GNP. The United States currently is the least generous of any major industrialized nation when foreign assistance is viewed in terms of its percentage of GNP. (See Figure 2.)

Japan has surpassed the United States as the largest donor of foreign assistance in actual dollar terms, and the United States currently contributes only about 17 percent of the worldwide total of foreign assistance. The United States and Australia are the only two nations among the 17 principal donors of foreign assistance whose constant dollar per capita foreign assistance contributions have declined since 1970.

Figure 3
60% Cut in International Affairs
Share of Federal Budget
From 1985 to 1995



Since 1985, not only foreign assistance, but the total foreign affairs portion of the federal budget has declined dramatically in both real dollar terms and as a share of the federal budget. In 1985, total foreign affairs spending constituted 2.5 percent of the federal budget. By 1995, total foreign affairs spending had fallen to 1.2 percent of the federal budget. (See Figure 3.)

Leadership and Cooperation in Foreign Aid

Coordination and cooperation between international donors of foreign assistance become increasingly important as a growing number of nations engage in foreign assistance programs. Several important trends have emerged in international spending on foreign aid. The United States' relative share of the total of donor assistance levels has dropped sharply over time, and overall funding dedicated to foreign assistance has leveled off in recent years. Throughout the 1950s and 1960s, the United States accounted for more than 50 percent of all official development assistance. Today, U.S. foreign assistance accounts for only about 17 percent of total foreign assistance. (See Figure 4.)

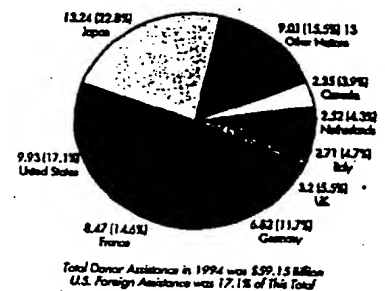
These trends reflect both the United States' relative decline in spending on foreign assistance, and the economic prosperity of an increasing number of nations that has allowed them to become members of the donor community. Many of this new

generation of donors were helped by the United States to rebuild after the Second World War as part of the Marshall Plan.

Many of the successful programs cited in this report would not have been possible without the partnership and cooperation of other donors and organizations.

A good example of the considerable potential of donor coordination comes from the Vaccine Independence Initiative. The initiative created a fund for countries to buy vaccines, while providing technical support to help them forecast their vaccination needs. USAID's initial \$1 million grant to UNICEF in 1992 has been augmented by more than \$4 million in contributions from the governments of Australia, Japan, the Netherlands, New Zealand, Norway and the United Kingdom. UNICEF added \$4.3 million to the initiative from its general fund.

Figure 4
Foreign Assistance
By Donor Country 1994
Billions of Dollars



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Promoting Agribusiness

Recent assessments from Bangladesh, Guatemala, Cameroon, Ecuador, Thailand, Sri Lanka and Uganda offer important insight into USAID's efforts to strengthen agribusiness. Programs to privatize fertilizer distribution succeeded beyond expectations. Most of the programs aimed at promoting non-traditional agricultural exports not only increased such exports, but also helped create a business climate conducive to private sector growth. Especially successful were programs that boosted the growth of small and

medium-size private agribusiness firms. Less successful were programs promoting marketing cooperatives. These had high operating costs, a habit of depending on government and donor assistance and sluggish responsiveness to opportunities. Agribusiness programs did not attract significant foreign direct investment but did facilitate collaborative arrangements between U.S. firms and local entrepreneurs. Efforts to promote membership-based private organizations of agricultural producers, processors and exporters fared

well. These organizations emerged as powerful voices to articulate the interests of their members and to press for regulatory reform.

Several important lessons emerged:

Agribusiness programs should focus primarily on improving a country's policy environment; assistance to individual enterprises should be secondary.

Agribusiness development programs should follow the lead of

the private sector, not assume the lead.

USAID should continue to design interventions geared to small and medium-size firms. These programs should promote entrepreneurship among women.

Programs should support cooperatives only when they demonstrate the will and ability to subject themselves to the discipline of the marketplace.

Support programs, carried out in collaboration with other donors, emphasize policy reforms. Since 1989, when these programs started, enrollments increased from 50 percent to 65 percent in Benin and from 27 percent to 40 percent in Guinea. In Benin and Mali, between 1990 and 1994, the pass rate for primary-school leaving exams rose, respectively, from 40 percent to 58 percent and from 40 percent to 45 percent.

USAID-supported policy reforms in Guinea have resulted in a near doubling of the portion of the national budget devoted to education from 1990 and 1994 (from 14 percent to 25 percent). The per-pupil share of material and non-salary expenditures increased from \$0.20 to \$11. In Ghana, education as a percentage of the national recurrent budget increased from 17 percent in 1989 to 36 percent in 1992.

In Latin America and the Caribbean, USAID programs have contributed to significant improvements in the quality and efficiency of education, especially in Honduras, Guatemala and El Salvador. In Honduras, the percentage of students graduating from sixth grade rose from 53 percent to 70 percent between 1985 and 1994. In Guatemala, third-grade completion rates rose from 28 percent to 34 percent between 1991 and 1994. With USAID assistance, nearly 60,000 primary teachers have received training in El Salvador, Honduras and Nicaragua since 1987. Finally, materials development and distribution programs have resulted in the distribution of over 26 million textbooks to primary students in the

Dominican Republic, El Salvador, Guatemala, Haiti, Honduras and Nicaragua since 1986. The program has had an impact in Africa as well. In Ghana, between 1989 and 1994, USAID helped raise the proportion of primary school students with textbooks from 10 percent to 74 percent.

An Integrated Strategy

USAID's integrated economic growth strategy is built on the productive synergy of its three objectives: strengthening markets; expanding access and opportunity for the poor; and expanding and improving education. Strengthening markets builds the framework and infrastructure needed for economic growth. Expanding economic access and opportunity enables the poor, women and other disadvantaged groups to participate in economic growth. Expanding and improving education equips people with skills and knowledge to actively take part in economic growth.

With all three objectives, experience shows that systemic reforms are essential for lasting progress. Without the appropriate policy and institutional environments, donor assistance is ultimately ineffective. Policy reforms and institutional strengthening efforts have proven effective for liberalizing agricultural markets, stabilizing national economies, privatizing state-owned companies, expanding access to land and capital, giving women economic opportunities and improving basic education.



A mayor from the former Soviet Union, in the United States as a USIA-sponsored International Visitor, could not resist the customary rubbing of Abraham Lincoln's nose during a visit to Springfield, Illinois.

For information on the Fulbright
Teacher Exchange Program, contact:

*U.S. Information Agency
Fulbright Teacher Exchange Program
Room 142
600 Maryland Avenue S.W.
Washington, D.C. 20547*

Citizens of other countries should
contact the Fulbright Commission or the
cultural affairs office at the USIS post in
their own country. USIS posts are
usually located at the U.S. Embassy or
Consulate.

THE INTERNATIONAL VISITOR PROGRAM

Each year, USIA brings approximately
2,600 visitors to the United States to
meet professional counterparts and to
experience our country first-hand. The
agency also assists an additional 2,500
individuals who visit the United States
at their own or their home institution's
expense.

Nominated by U.S. embassies,
participants in the International Visitor
Program are established or potential
foreign leaders in government, politics,

REMEMBRANCES OF PARTICIPANTS IN USIA'S INTERNATIONAL VISITOR PROGRAM

It was inspiring to see how
the democratic institutions
function in America and the
way the country maintains a
workable balance between its
social and political forces
within the framework of the
Constitution.

MOUDUD AHMED
*Former Vice President of
the People's Republic of
Bangladesh*

It was especially significant
for us to celebrate
Thanksgiving Day at the
Philadelphia, Pennsylvania,
home of Justice of the Court
of Appeals Anthony J. Sirica.
We shared with the Sirica
family an important day in the
life of North Americans.

HERNAN CEREDA BRAVO
*Former Justice of the
Supreme Court in Chile*

The study tour that took me
to the United States in early
1954 was one of the most
pleasant experiences of my
political life... In retrospect,
[this] first visit... was proba-
bly the most important
because, in a very special
way, it brought me closer to
your country and its people.

WILLY BRANDT
*Former Chancellor of the
Federal Republic of Germany*

Through this program, I
became deeply impressed
with the importance of free-
dom, democracy and an open
and competitive economy on
which the United States is
based.

TOSHIKI KAIFU
*Former Prime Minister of
Japan*

I was a fourth year medical student at the University of Witwatersrand when, as secretary of the ANC Youth League (Transvaal), I became involved in a trial that became known as the state versus Walter Sisulu and nineteen others. We were all... banned (silenced) for various periods of time... For me, therefore, and I am sure for many other restricted people, an invitation to the United States was in very many instances not merely to visit that fabulous country, but also a very important and subtle hint to our "masters" in Pretoria. The men and women they regarded as threats to the security of the state were more than welcome to tour the historic old buildings that house the U.S. Congress and to drink iced tea with the vice president (as I was privileged to do with then Vice President George Bush).

NTHATO MOTLANA
Medical Adviser to Nelson
Mandela and Director of
Lesedi Clinic in Soweto

The America that I experienced was vigorous, self-confident and all the while welcoming us with generosity: an indelible image I always remember when our relations are involved.

**VALERY GISCARD
D'ESTAING**
Former President of France

I have good reason to value the opportunity afforded me as a young professor by the Program to visit the United States in 1977. Until then, I was predominantly European in outlook and had a rather monochromatic view of the United States. I was not attuned to the extraordinary variety of vibrancy of its culture. The visit changed all of that irrevocably.

PATRICK MASTERTSON
President of
University College
Dublin

media, education, science, labor relations, the arts, and other fields. They travel to different parts of the United States, depending on their professional interests, where they are hosted by members of a large network of volunteer community organizations. Many of these host organizations belong to the National Council for International Visitors, a private sector non-profit service organization.

The International Visitor program increases mutual understanding by bringing people with similar interests and professions together to share experiences and ideas.

Over the years, hundreds of former International Visitors have risen to important positions in their countries. Alumni include more than 130 current and former chiefs of state and heads of government, more than 600 cabinet-level ministers around the world, and thousands of prominent figures among economic, cultural, educational and media leaders worldwide.

Recent International Visitor group projects have included a women's rights group from Zambia in the United States to study democracy, a project jointly sponsored by USIA and the German government and designed to introduce young leaders from eastern Germany to the United States, and one on narcotics education and prevention programs, which resulted in a group of Chilean participants deciding to maintain the working relationship created during the

project by forming a Latin American Association of Specialists in the Prevention of Drug Addiction.

Individuals who come on this program included a Brazilian director of a city ballet company; the first democratically elected president of Mali who came to the United States as an international visitor early in his career; a top aide to the Philippine president, assigned to work as head of the transition team; the chairman of the Armenian parliament; and an educational reform expert from New Zealand.

If you are interested in working with international visitors — helping to set up appointments in your area or hosting a foreign visitor for a dinner in your home — and would like the name of the Council for International Visitors in your area, contact:

*National Council for
International Visitors
Suite 800
1420 K Street NW
Washington, D.C. 20005-2401
(202) 842-1414*

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
662

**United States
Information
Agency**

WASHINGTON DC 20547-0001

Washington, April, 1997



TO WHOM IT MAY CONCERN

The United States Information Agency (USIA) is an independent foreign affairs agency within the executive branch of the U.S. government. USIA explains and supports American foreign policy and promotes U.S. national interests through a wide range of overseas information programs and a variety of educational and person-to-person exchanges.

The Office of International Visitor Programs seeks to understand and inform foreign publics through establishing a dialogue with Americans at the personal and professional levels. Participants in the program are established or potential foreign leaders in a variety of key areas, including government, politics, the private sector, media, and education. They are selected by American embassies overseas to visit the United States to meet and confer with their professional counterparts, and to experience this country first hand.

While USIA arranges visitor programs in conjunction with several private, non-profit organizations, the success of the program depends on the commitment and skills of volunteer-assisted, community-based organizations across the country whose members provide a variety of services, including professional introductions and home hospitality. More than one hundred of these local organizations nationwide are affiliated with the National Council for International Visitors (NCIV). They rely on community support and income generating initiatives to sponsor mutually beneficial linkages between these distinguished guests and American counterparts.

In today's global environment, the promotion of U.S. interests and the success of the International Visitor Program depend on the development of private initiatives in international communications which can perpetuate and expand the dialogue between Americans and individuals abroad on a variety of mutual interests. An example of this type of initiative is the business development strategy, supported by computer and internet technology, being developed by Terry Hammes, President of Hammes Advertising, Incorporated.

Through her association with USIA's International Visitor Program, and the important role Miami plays as an international gateway to the United States, Ms. Hammes has developed a prototype for collecting, maintaining, and cross-referencing data relevant to USIA under the Government Performance and Results Act. Equally, this strategy has international implications for establishing professional and commercial services which benefit the Miami community as well. If successful, Ms. Hammes' strategy could serve as a model for the rest of the NCIV network for attracting corporate sponsorship to sustain the system's program applications in matching local business and professional interests with international opportunities worldwide.

Sincerely,

James C. Pollock
Deputy Director
Office of International Visitors

Partnerships for Public Diplomacy

6 *blants - 4 years - IAP Exchange - @ Computer*

*Q no 760,
Prof. J
Entail Proport
Agency, DSK*

*Proposed Meeting
Phase*

may expensive research

*USA / National
Agency
- public contracts
- budgets*



*mult. Regional
6 pr.
Jan*

June 3

3-4 people

*red in (System Computer)
Phase*

National Council for International Visitors (NCIV) National Conference

*Local Sponsor
7 hrs
NRP (CIV)*

April 5-8, 1997
Westin City Center Hotel
Washington, DC

NCIV is pleased to acknowledge that this event is funded by the Bureau of Educational and Cultural Affairs of the United States Information Agency under the authority of the Fulbright-Hays Act of 1961, as amended.

April 4, 1997

Dear Colleagues in the NCIV Network:

Welcome to the 1997 NCIV National Conference! This year's Conference has attracted NCIV members and associates from as near as the Washington, D.C. Program Agencies, and as far away as Puerto Rico and Hawaii, with a common interest in the USIA International Visitor Program and international exchanges that bring us all together. An especially warm welcome to our colleagues from USIA, to our escort officers and interpreters, and to the Foreign Service Nationals whom we're privileged to have in our midst.

I would like to express my thanks for the hard work of the National Conference Planning Committee that made all of this possible, as well as that of our colleagues at the USIA Office of International Visitors who, once again, have provided indispensable support and funding for the Conference despite ongoing fiscal challenges.

Please take note of this year's Conference theme, "Partnerships for Public Diplomacy." You will find this theme resonating in many of the Conference workshops and plenaries. You may find it even more prevalent in the conversations taking place in hallways and during coffee breaks, as our members continue to foster the partnerships, old and new, that make the USIA International Visitor Program strong. I urge you to take full advantage of the Conference to learn from your colleagues and to share the expertise you bring from your organization and your community. Make a point of getting to know new people this week! The partnerships will benefit us all in the years ahead.

Sincerely,

Christine Lucas
Christine Lucas

Chair, National Conference Planning Committee

NCIV is pleased to acknowledge that this Conference is funded by the Bureau of Educational and Cultural Affairs of the United States Information Agency under the authority of the Fulbright-Hays Act of 1961, as amended.



1997 National Conference Planning Committee

Christine Lucas, Chair, Cleveland, OH
Donna Briggs, Tulsa, OK
Marion Hook, Milwaukee, WI, NCIV Board
Arlene Jackson, Richmond, VA, NCIV Board
Stafford Kay, Phelps Stokes Fund
Carmen Marrero, USIA
Olive Sampson, USIA
Nalini Shetty, Delphi International
Gail Shrott, Pittsburgh, PA
Kit Wallace, San Francisco, CA
Sherry L. Mueller, NCIV
Julie Snyder Denton, NCIV
Loran Diehl Saito, NCIV
Jennifer Hawkins, NCIV

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Ronald Springwater, Washington, D.C.

USIA Office of International Visitors

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James Pollock, Deputy Director
Paul Shapiro, Chief, Community Relations Division
Olive Sampson, Chief, Program Resources Branch, Community Relations Division
Carmen Marrero, Senior Program Officer, Program Resources Branch, Community Relations Division
Beth Rule, Chief, Voluntary Visitors Division
Janet Beard, Acting Chief, Group Projects Division

NCIV Staff

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Julie Snyder Denton, Director of Programs
Loran Diehl Saito, Associate Director of Programs
Jennifer Hawkins, Program Associate
Dominic O'Brien, Program Associate
Eleanor Lloyd, Part-Time Accountant
Nicole Cavallerano, Intern
Terri Cain, Volunteer
Lisa Davis, Volunteer
Max Saito, Volunteer

Friday, April 4 (Pre-Conference Activities)

12:00 - 7:00 p.m.

CONFERENCE REGISTRATION
Ballroom Foyer

2:00 - 5:30 p.m.

NEWCOMERS' SESSION AT USIA
AND OPEN HOUSES AT PROGRAM AGENCIES

Moderator

Panelists

Rhonda Shore, Senior Program Officer, Europe Branch, Grant Programs Division
Office of International Visitors, U.S. Information Agency
Ella Butler, Program Officer, Voluntary Visitors, American Republics, East Asia, Near/South Asia Branch
Office of International Visitors, U.S. Information Agency
Guillermo Baserva, Assignments Officer and Interpreter
Language Services, U.S. Department of State
Beverly H. Attallah, Senior Program Officer and Director, International Visitor Exchanges
Academy for Educational Development
Christine Lucas, Senior Program Officer
Cleveland Council on World Affairs
Julie Snyder Denton, Director of Programs
National Council for International Visitors (NCIV)

Take this unique opportunity to learn about the USIA International Visitor Program from beginning to end and meet staff members from USIA, then visit a Program Agency and match faces to some of the telephone voices you hear every day! (Note: If you did not pre-register for this event, you must do so at the Conference registration desk before 1:00 today!)

To get to USIA: Take a taxi to 301 4th Street, SW (approximately a \$6.00 fare), or take the Metro (\$1.10) from the McPherson Square Metro Station on the blue or orange line (direction: Addison Road/New Carrollton) to Federal Center SW. Walk (approximately 2 blocks) to 301 4th Street, at the corner of 4th and C Streets, SW.

Please plan to arrive at USIA promptly at 1:30 p.m. Your name will be on a list at the security guard's desk, and someone from the Office of International Visitors will escort the group to the session.

3:30 p.m.

Following the USIA Newcomers' Session, representatives from the Program Agencies will escort you to an Open House at the agency you pre-registered to visit.

Saturday, April 5

8:00 a.m. - 5:00 p.m. **REGISTRATION**
Ballroom Foyer

9:00 a.m. - 12:00 p.m. **PRE-CONFERENCE SIGHTSEEING TOUR**
Meet in front of the Westin Hotel at 8:30 a.m.

(Note: This tour is open only to those who pre-registered to participate.)

Enjoy a bus tour of Washington, D.C. as professional guides show you some of the most famous sights in our nation's capital.

10:30 a.m. - 12:00 p.m. **CIV CHALLENGES SESSION**
Institute of International Education (IIE), 1420 K Street, NW, Suite 650. IIE is a two-block walk from the hotel. This special session to discuss challenges is open to CIV representatives who are already registered to attend, as well as other interested participants.

12:00 p.m. - 2:00 p.m. **LUNCH ON YOUR OWN**
Have a sandwich at the Westin's Bake Shop, or explore the restaurant possibilities on Vermont Avenue and K Street. Refer to the list of eateries in your registration packet.

1:00 p.m. - 2:00 p.m. **MODERATOR PREPARATION SESSION**
Ashlawn South

Presenter
Christine Lucas, Senior Program Officer
Cleveland Council on World Affairs
Chair, 1997 NCIV National Conference Committee

This is a special preparatory meeting for those who will moderate Conference sessions.

PCT/US 00/00382

Saturday Afternoon Continued

2:00 p.m. - 3:30 p.m.	<p>WELCOME AND OPENING PLENARY <i>Vista Ballroom</i></p>
<p>Welcome</p> <p>Address</p> <p>NCIV Update</p> <p>Introductions and</p> <p>Conference Orientation</p>	<p>Bruce Buckland, Chair, NCIV Board and World Affairs Council of St. Louis Lula Rodriguez, Director, International Visitor Program, U.S. Information Agency Anne M. Sigmund, Counselor, U.S. Information Agency Sherry Mueller, Executive Director, NCIV</p> <p>Christine Lucas, 1997 NCIV Conference Committee Chair; Cleveland Council on World Affairs</p>
3:30 p.m. - 4:00 p.m.	<p>COFFEE BREAK <i>Ballroom Foyer</i></p>
4:00 p.m. - 5:30 p.m.	<p>CONCURRENT SESSIONS:</p> <p>THE NUTS & BOLTS OF INTERNATIONAL VISITOR PROGRAMMING</p> <p>William B. Carter, Senior Program Officer <i>Institute of International Education and Member, NCIV Board of Directors</i> Audrey Annette Ford, Program Officer, Africa Branch, Grant Programs Division <i>Office of International Visitors, USIA</i> Charles Graham, Senior Program Officer <i>North Africa, Near East, South Asia, Office of International Visitors, USIA</i> Joanne Clark, Program Officer <i>Meridian International Center</i> Marc Fallow, Escort/Interpreter and <i>Program Officer, Meridian International Center</i> Linda Piccirilli, Program Officer <i>Africa and Europe Branch, Voluntary Visitors, Office of International Visitors, USIA</i> Dorothy Riddle, Co-Chair <i>Boulder Council for International Visitors</i> Julie Snyder Denton, Director of Programs <i>National Council for International Visitors (NCIV)</i> Napah Phyakul Quach, Director of International Exchange Programs <i>International Visitors Council of Los Angeles</i></p>

The skit "A Visitor from the Meridian Islands," will be used as a vehicle to illustrate the Nuts and Bolts of programming. The cast will represent virtually everyone in the programming sequence from the visitor to the CIV programmer. Upon conclusion of the skit, the cast will have a dialogue with workshop participants regarding their real-life roles, using incidents in the skit to illustrate such things as communication, thematic balance, communication, program pace, cross-cultural communication, proper program design and implementation, listening and communication and program evaluation. Oh yes, and communication.

PROGRAMMING EXPECTATIONS AND REALITIES ✓

Barbara Platt Gumbiner, Director

Professional Exchange Program, Institute of International Education

Jody Rose Platt, Program Officer, Voluntary Visitors Division, Africa, Europe Branch

Office of International Visitors, U.S. Information Agency

George Nassif, Escort Officer

Jerry Drew, Vice President and Executive Director

Washington DC Office, African American Institute

Ann Schodde, Executive Director

Iowa Council for International Understanding

Ashlawn North
Lower Mezzanine Level
Moderator

Speakers

Intended for experienced programmers, this session will explore how to balance the many different expectations found in the USIA International Visitor Program. The panel, representing several key players, will address the following questions:

- What do the USIS posts hope to accomplish with programs for individual visitors, group projects, and voluntary visitors? How does USIA Washington work to achieve these goals?
- How can the personal objectives of visitors sometimes complement and sometimes conflict with the original intentions of the program?
- How do program agencies manage conflicting interests in visitor programming?
- How can local community interests harmonize the multiple expectations of the visitors and the program sponsors?
- What good programming practices can be adopted to address problems created by conflicting expectations, limited funds, and the need for accountability?

Saturday, April 06, 2002 4:00 PM Continued

Monticello West
Lower Ballroom Level
Moderator

Speakers

GROUP PROJECT PROPOSALS

Janet Beard, Acting Chief, Group Projects Division
Office of International Visitors, U.S. Information Agency
Charlotte Titus, Program Officer, Europe Branch
Office of International Visitors, U.S. Information Agency
Robert Means, Program Officer
Delphi International
Maleaner Harvey, Director of International Visitor Program
World Affairs Council of St. Louis

This session will focus on proposal writing for Multi-Regional, Regional and Single-Country USIA International Visitor group projects. Panelists will discuss the difference between competitive and non-competitive group project proposals; the impact on CIVs and program agencies of placing Multi-Regional Group projects in the Federal Register for competitive bid; how allocated Regional and Single-Country projects are designed; what information national program agencies require from local sponsors in the proposal writing phase; and how CIVs can be more proactive in attracting group projects to their communities.

Monticello East
Lower Ballroom Level
Moderator

Speakers

CIVIC EDUCATION

Helen Szpakowski, Program Officer, Europe Branch
Office of International Visitors, U.S. Information Agency
Pen Agnew, Civic Education Coordinator
U.S. Information Agency
Anne Elvin, Senior Program Officer,
Institute of International Education
Carolyn Lantz, Executive Director
International Visitors Council of Research Triangle Park

As political participation increases and new democracies struggle to emerge throughout the world, the importance of civic education is recognized as a crucial component of developing and maintaining democratic principles and institutions. In this session, panelists will define civic education and describe how USIA supports this important initiative through the International Visitor Program. This panel will offer various perspectives on successful programming within this theme.

Sunday Morning Continues

Ashlawn South
Lower Mezzanine Level
Moderator

Speakers

DESIGNING EFFECTIVE ORGANIZATIONS

- Kit Wallace, Executive Director
International Diplomacy Council
Olive Sampson, Chief, Program Resources Branch, Community Relations Division
Office of International Visitors, U.S. Information Agency
Terry Vogt, President
Arbi Transnational and the International Diplomacy Council

This panel will focus on common attributes of successful organizations, e.g. strong, active boards, effective volunteer management, and paid staff development. What questions can you ask to assess the health of your organization? Techniques for team building and management will also be discussed.

Sunday, April 6

8:00 a.m. - 5:00 p.m.
REGISTRATION
Ballroom Foyer

8:00 a.m. - 6:30 p.m.
EXHIBITS OPEN
Ballroom Foyer, East Room and Woodlawn

9:00 a.m. - 10:15 a.m.
**CONTINENTAL BREAKFAST WITH
MEMBERS OF THE NCIV BOARD AND STAFF**
Vista Ballroom

Greeting
Margaret Dockery, Vice Chair, NCIV Board of Directors

Members of the NCIV Board and Staff will be available to meet over breakfast and discuss issues of importance to you.



Board Committee Assignments

Executive and Personnel
Bruce Buckland, Chair
Margaret Dockery, Vice Chair
Alberto Mora, Vice Chair
William Benz, Treasurer
Marion Hook, Secretary

Development
James Falk, Chair
Marion Hook
Alberto Mora
Ian Rawson
Ronald Springwater

Finance
William Benz, Chair
Alberto Mora
Lilia Parsons
Ronald Springwater

Inclusiveness
Roberto Berry, Chair
William Benz
Sandra Madrid
Lilia Parsons

Membership and Standards
Margaret Dockery, Chair
William Carter
Nancy Otte
Nancy Reed

Nominating

Roberto Berry, Chair
James Falk
Arlene Jackson
Susan Cabiati, Meridian International Center*
Betty Stuckenholtz, Lincoln, NE*

NCIV Staff

Sherry L. Mueller, Executive Director
Julie Snyder Denton, Director of Programs
Loran Diehl Saito, Associate Director of Programs
Jennifer Hawkins, Program Associate
Dominic O'Brien, Program Associate
Eleanor Lloyd, Part-Time Accountant
Nicole Cavallerano, Intern

*Non-Board Committee Members

Tuesday, November 10, 1998, 10:45 a.m. - 12:00 p.m. (continued)

10:45 a.m. - 12:00 p.m. CONCURRENT SESSIONS:

Vista Ballroom A

IN-KINDS IN YOUR BUDGET?! HOW DO YOU GET THEM THERE AND DO YOU HAVE TO?

Moderator

Christine Kockinis, President

Speakers

Sacramento Council for International Visitors

Fannie Allen, Chief, Grants Division

Office of Contracts, U.S. Information Agency

Phyllis Layton, Executive Director

International Visitors Council of Greater Cincinnati

Mandy Nelson, Director, Department of Professional Practice

KPMG Peat Marwick

Promises of gifts, art work, in-kind and restricted contributions: how and where do these line-items fit into your budget? The Financial Accounting Standards Board (FASB) has established standards for general purpose external financial statements provided by not-for-profit organizations. Listen to experts review these standards and how they apply to the NCIV network. Learn how to apply these standards to your budget and why it is necessary to do so.

Vista Ballroom B

MANAGING CHANGE AND DEVELOPING PARTNERSHIPS

Moderator

Walter Nunn, Executive Director

Arkansas Council for International Visitors

Speakers

Donna Briggs, Executive Director

Tulsa Global Alliance

Dana Criswell, Executive Director

Council for International Visitors of Greater New Orleans

Heidi Heinz, Coordinator, International Visitor Program

Institute of International Education, Southeast Region

This workshop will provide examples of successful joint ventures between local CIVs and other organizations. You will learn how other CIVs manage and develop partnerships that create revenue, produce new volunteers, and increase outreach into the community.

Sunday morning 10:45-12:00 continued

Vista Ballroom C

HUMAN RIGHTS/WOMEN'S ISSUES

Moderator

Speakers

members
18 financial
contributions
↓
givers/thes
globally w/
visitors

Electronic Passport
Development of Leadership
Credits abroad
plus kids

Stafford Kay, Executive Director
Phelps Stokes Fund

Marta Pereyma, Senior Program Officer, East Asia Branch, Grants Program Division
Office of International Visitors, U.S. Information Agency

Ellen Blalock, Program Officer
Meridian International Center

Katherine Amos, Member, Board of Directors
Louisville International Cultural Center

(kids programs first)

Increasingly, human rights and women's issues are major themes in the USIA International Visitor Program. Developing successful visitor programs on human rights in general and women's issues in particular will be the primary task addressed by three experienced panelists. Among the concerns to be discussed are:

- What are the principal human rights questions that need to be addressed? How can you create opportunities for international visitors to conduct a dialogue about their views on human rights issues with American audiences?
- What directions have women's issues taken since the Beijing conference? How can these be incorporated into the program design?
- From a program agency perspective, what makes a successful program on human rights/women's issues?
- How can you tap into local community resources to develop an effective program for international visitors on human rights/women's issues?

Monticello West

VOLUNTEER RECRUITMENT, RETENTION AND RECOGNITION

Moderator

Speakers

news
CNN/men's
link
foreign
globe
trade sites
what you can do:
10

Stephen Telkins, Program Officer
Meridian International Center

Mary Adie, Executive Director
International Visitors Council of Greater Kansas City

Rosalind Caldwell-Jones, Member, Board of Directors
International Visitors Council of Metropolitan Detroit

Lorinne Emery, General Chairman
Dallas Committee for Foreign Visitors

Nancy Otte, Executive Director
Freeport Area International Visitors Council and Member, NCIV Board of Directors

Peter Neiden
Profiting Agencies
"domain"
schools/teachers/
org. (non-profit)
(gov't.)

Hot link to specialty projects
volting. (kids)

ROL - Briggs - International Time Set 3 College

Sunday morning 10:45-12:00 continued

15-20 Schools

*exchange
manages 3
weeks - begin
projects (classroom)*

web printer & copy set 4-print

One third of NCIV community-based members are all-volunteer organizations. Each CIV depends on its volunteer corps for board leadership, program implementation and support. Given the increasing number of social causes, increasing demands for volunteer services, and shifting demographics, what have we learned about the "3 Rs" of volunteerism? A panel will address

- current trends in volunteerism;
- proven CIV recruitment methods;
- ways to sustain volunteer commitment; and
- models for volunteer recognition.

*Leave out graph: 53 schools have
slow equipped
"Keep home page fresh"*

12:30 p.m. - 2:00 p.m. LUNCHEON PLENARY: LESSONS IN LEADERSHIP
Vista Ballroom

Speaker
Frances Hesselbein, President
Peter F. Drucker Foundation for Non Profit Management

*"Don't serve" LIST SERV.
private service.
AOL has it
discuss in subject w. wide
ie: 15,000 worldwide
regionally*

2:30 p.m. - 4:00 p.m. CONCURRENT SESSIONS:

Vista Ballroom A

IMMIGRATION AND DIVERSITY: A PARTNERSHIP IN AWARENESS AND SENSITIVITY

Moderator
*size of
files*
Speakers

Sandra Madrid, Assistant Dean
University of Washington School of Law and Member,
NCIV Board of Directors
Kathleen Barros, Principal Partner
Access International and Member, Board of Directors International Relations Council of Riverside
Dolores McCarley, Vice President
Council for International Visitors of Buffalo and the Niagara Region
Nicholas Arindell, Director, International Services
Johns Hopkins University

*FILE RECREVAL - most important
Education program / professional
idea of technology
general purposes. charman@usn.gov*

*tech coop
schools
technical*

The purpose of this workshop is to increase knowledge and familiarity with immigration and diversity issues that affect our communities through economics, culture and legislation. The session will generate discussion that will promote partnerships in our local communities, enabling us to educate, train and network around two topics that are often misunderstood.

Research

*25,000 LIST SERVE YEMEN
Int Trade - MAIN*

C.H.

CHARMAN@USIA.GOV 11

12

Sunday afternoon 2:30-4:00 continued

Monticello West
Lower Ballroom Level

**ROUNDTABLE DISCUSSION ON EVALUATION: DEMONSTRATING THE SUCCESS OF
USIA'S INTERNATIONAL VISITOR PROGRAM**

Moderator
Resource Person

Kara Miller, Program Director
Pittsburgh Council for International Visitors
Rhonda Shore, Senior Program Officer, Europe Branch, Grant Programs Division
Office of International Visitors, U.S. Information Agency

We who work with the USIA International Visitor Program know that it is a success: the challenge lies in conveying its importance to others. This roundtable discussion will focus on how to effectively measure the success of the International Visitor Program so that we may more persuasively communicate that success to government officials, potential volunteers and prospective funders at both the community and federal levels. The session will also provide an introduction to the Government Performance and Results Act of 1993 (GPRA) and how it affects evaluation of the IV Program. Finally, the session will address the issue raised at last year's Town Meeting of developing a unified system for evaluating the IV Program.

4:00 p.m. - 4:30 p.m. **COFFEE BREAK**
Ballroom Foyer

staff / hosts Visitors / Upcoming Visitors

Internet:

schedule of fees. Medicine Tie-In.

*local sponsors. link - usinfo
o updated profiles on communities*

*- centralizing of link up
in Network
- USIA has local sponsors
are not linked.
LIST of HOT LINKS
- program*

*jammed (taken off
internet) - happen*

*- resources
- special events
- conferences
- New Resource
- Hot links - local institutions
- Requests for Visitors / Specific Areas*

Sunday Afternoon, continued

4:30 p.m. - 6:00 p.m. CONCURRENT SESSIONS:

Vista Ballroom A

ROUNDTABLE DISCUSSION—THE KEY TO NEW BUSINESS: CALCULATING COSTS AND SETTING PRICES

Moderator

Kit Wallace, Executive Director

International Diplomacy Council of San Francisco

Speakers

Nancy Gilboy, Executive Director

International Visitors Council of Philadelphia

Gail Shroff, Executive Director

Pittsburgh Council for International Visitors

Your CIV is a "Destination Management Organization," and you probably didn't know it! Add up all the arrangements your organization makes for professional appointments, hotels, meals, buses, seminars, sightseeing, dinner hospitality, etc., and you'll find more experience than most for-profit companies can claim. Learn how to maximize your experience from the International Visitor Program to raise revenues. This session will outline the many services that you can offer for a fee or commission, and will break down the costs to help you determine your rates.

Vista Ballroom B

FUNDRAISING FOR YOUR FUTURE

Moderator

Mark Gresham, Financial Director

Witness for Peace

Speakers

Charles Cox, Development Director

Witness for Peace

Patricia F. Lewis, President

National Society of Fund Raising Executives

Mary Ray, Director of Resource Development

Center for Development and Population Activities (CEDPA)

This session will provide an opportunity to address basic fundraising techniques that CIVs can use. Panelists will discuss current and future trends in attracting a variety of funding sources. In addition, they will share various strategies that they are exploring to ensure financial survival. Participants will be encouraged to share their fundraising efforts and ideas.

Sunday afternoon, 2:30-6:00, Continued

Vista Ballroom C

VITAL PARTNERS: ESCORT OFFICERS AND INTERPRETERS IN THE INTERNATIONAL VISITOR PROGRAM

Speakers.

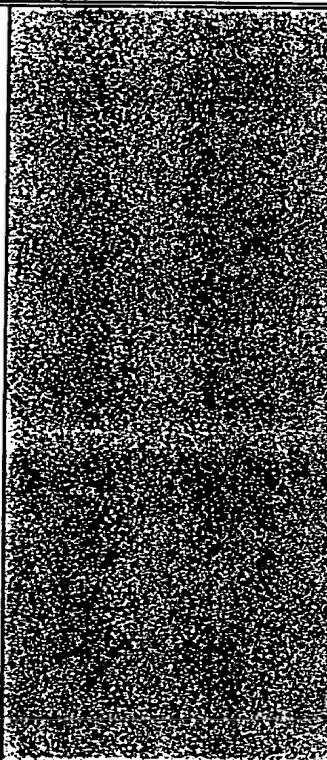
Erica Ginsberg, Assignment Officer
Office of Language Services, U.S. Department of State
Julie Donat, Escort-Interpreter
Terry Blatt, Program Officer, East Asia Branch, Grant Programs Division
Office of International Visitors, U.S. Information Agency
Ally Mack, President
International Visitors Center of Jackson

Escort officers and interpreters play a pivotal role in both individual visitor programs and group projects. They diplomatically juggle requirements set by USIA's Office of International Visitors and the State Department's Office of Language Services, with requests from the international visitor, program agencies and local CIVs...all while attempting to keep track of their luggage! A panel will help examine the role played by escort officers and interpreters as members of the program team, raise critical issues that confront them in their work and devise, with audience participation, creative ideas for working together.

1997 NCIV National Conference at a Glance

Friday, April 4, 1997	Saturday, April 5, 1997	Sunday, April 6, 1997
12:00 - 7:00 pm Conference Registration Ballroom Foyer	8:00 - 5:00 pm Conference Registration Ballroom Foyer 8:00 - 6:00 pm Networking Lounge Open West Room 8:00 - 6:30 pm Exhibits Open Ballroom Foyer, East Room, Woodlawn	8:00 - 5:00 pm Conference Registration Ballroom Foyer 8:00 - 6:00 pm Networking Lounge Open West Room 8:00 - 6:30 pm Exhibits Open Ballroom Foyer, East Room, Woodlawn
1:00 pm Deadline to register for Newcomers Session at USIA (if not pre-registered)	9:00 - noon Pre-Conference Sightseeing Tour Meet in front of the Westin Hotel at 8:30 am 10:30 - 12:00 pm CIV Challenges Session Institute of International Education (1400 K St., NW, Suite 650)	9:00 - 10:15 am Continental Breakfast with the NCIV Board and Staff Vista Ballroom
	12:00 - 2:00 pm Lunch on your own	10:45 - noon Concurrent Sessions: • In-Kinds in Your Budget Vista A • Managing Change and Developing Partnerships Vista B • Human Rights/Women's Issues Vista C • Volunteer Recruitment, Retention and Recognition Monticello West
	1:00 - 2:00 pm Moderator Preparation Session Ashlawn South	12:30 - 2:00 pm Luncheon Plenary with Frances Hesselbein: Lessons in Leadership Vista Ballroom
2:00 - 3:00 pm Newcomers Session at USIA (meet at USIA at 1:30 pm) 3:00 - 5:30 pm Program Agency Open Houses	2:00 - 3:30 pm Welcome and Opening Plenary Vista Ballroom 3:30 - 4:00 pm Coffee Break Ballroom Foyer	2:30 - 4:00 pm Concurrent Sessions: • Immigration and Diversity Vista A • Maximizing Your Board's Potential: Vista B • Ethics: Doing the Right Thing Vista C • Evaluation: Measuring the Success of the IV Program Monticello West
	4:00 - 5:30 pm Concurrent Sessions: • Nuts & Bolts Sherwood Room • Programming Expectations and Realities Ashlawn North • Group Project Proposals Monticello West • Civic Education Monticello East • Designing Effective Organizations Ashlawn South	4:30 - 6:00 pm Concurrent Sessions: • The Key to New Business Vista A • Fundraising for Your Future Vista B • Vital Partners-Escort Officers and Interpreters Vista C • Strategic Planning Monticello West
	7:00 pm Middle Eastern Embassy Reception (reservation only)	6:30 pm (or as previously arranged with hosts) Home Hospitality

Lauren
Emily

Monday, April 7, 1997		Tuesday, April 8, 1997	
7:15 - 8:15 am Continental Breakfast Vista B 8:00 - 5:00 pm Conference Registration Ballroom Foyer 8:00 - 6:00 pm Networking Lounge Open West Room 8:00 - 5:30 pm Exhibits Open Ballroom Foyer, East Room, Woodlawn		7:15 - 8:15 am Continental Breakfast Vista B 8:30 - 12:30 pm Conference Registration Ballroom Foyer 8:00 - 3:00 pm Networking Lounge Open West Room 8:00 - 3:00 pm Exhibits Open Ballroom Foyer, East Room, Woodlawn	
8:30-9:45 am Concurrent Sessions: • International Trade: Trends and Opportunities Vista B • Internet for CIVs Vista C • Planned Giving and Major Gifts Monticello West • Democratization Monticello East		8:30 - 10:15 am Plenary-Beyond the IV Program: What Opportunities Exist for CIVs? Vista Ballroom 10:15 - 10:45 am Coffee Break Ballroom Foyer	
9:45 - 10:15 am Coffee Break Ballroom Foyer		10:45 - noon Concurrent Sessions: • Sustainable Development Vista A • Statistics Task Force Vista B • Media & PR Connections Vista C • Beyond the IV Program II Monticello West	
10:15 - noon Town Meeting II Vista Ballroom		12:30 - 2:00 pm Closing Luncheon Plenary: A Cultural Sensitivity Workshop with Roger Axtell Vista Ballroom	
12:00 - 1:30 pm Lunch on your own			
12:15 - 1:15 Brown Bag Luncheon Discussion: The Amex Debit Card Monticello West			
1:30 - 2:15 pm Plenary-The Future of International Exchange Vista Ballroom			
2:30 - 4:00 pm Concurrent Sessions: • Legislative Issues/Partnering with Elected Officials Monticello West • Partnering with Foundations Vista C			
4:00 - 6:00 pm Individual Hill Visits			
6:00 - 8:00 pm Networking Reception on Capitol Hill Room 325, Russell Senate Office Building			

*Export Company: Place in factory. Immigrant: (Asia/Albanian) No medical
Dept. heads & exec's. only. Honorary members,*

Sunday afternoon, 4:30-6:00 continued

Monticello West
Lower Ballroom Level/
Moderator

Speakers

STRATEGIC PLANNING: A "GAME PLAN" FOR SUCCESS

Rhonda Berg, Executive Director
International Visitors Utah Council
Paul Shapiro, Chief, Community Relations Division
Office of International Visitors, U.S. Information Agency
Janet Elliott, Executive Director
International Visitors Council of Los Angeles
Ted Buck, Senior Vice President
Lee Hecht Harrison
Steve Robertson, CFO and Treasurer
National Alliance of Business

We all make agendas and schedules to guide us through the days and weeks. Now learn how to expand this concept with simple guidelines for outlining your council's future. Strategic planning does not have to be complicated or intimidating. It can be a vital tool to achieve your goals.

6:30 p.m. **HOME HOSPITALITY FOR CONFERENCE PARTICIPANTS WITH HOSTS FROM USIA AND PROGRAM AGENCIES**
(or as arranged with host) (Note: This event is only available to those who pre-registered. Check your Conference welcome packet for details of where and when to meet your host.)

Monday, April 7

7:15 a.m. - 8:15 a.m. **CONTINENTAL BREAKFAST**
Vista Ballroom B

8:00 a.m. - 5:00 p.m. **REGISTRATION**
Ballroom Foyer

Monday Morning, continued

8:30 a.m. - 9:45 a.m. CONCURRENT SESSIONS:

Vista Ballroom A INTERNATIONAL TRADE: TRENDS AND OPPORTUNITIES

Moderator

Priscilla Harris, Director of Protocol
 Oklahoma Department of Commerce

Speakers

Paul Kreutzer, Program Officer, Group Projects Division
 Office of International Visitors, U.S. Information Agency
Lana Bian, Program Officer
 Institute of International Education

Roberto Berry, Attorney

Ater Wynne Hewitt Dodson & Skeritt and Member
 Board of Directors, World Affairs Council of Oregon and NCIV

The panel will present ideas, concepts and program experiences aimed at encouraging and assisting CIVs interested in playing a more active role in local international trade development efforts.

Vista Ballroom C

INTERNET FOR CIVs

Moderator

Wendy Bay Lewis, Executive Director
 Montana Center for International Visitors

Speakers

Chip Harman, Senior Education Specialist, English Language Programs Division
 Office of Academic Programs, U.S. Information Agency
Peter Simpson, Senior Manager for Grant Administration
 Delphi International

Learn how CIVs can use home pages to enhance outreach to their members, market their organizations' services, and share the USIA International Visitor Program with new audiences. This session will also introduce the use of the Internet in support of the International Visitor Program.

Monday, April 13, 1998 10:45 AM continued

Monticello West
Lower Ballroom Level
Moderator

Speakers

PLANNED GIVING AND MAJOR GIFTS: HOW TO MAKE THEM WORK FOR YOU

Julie Oldani, *Executive Director*
International Visitors Council of Greater Metropolitan Detroit
Frances Cohen-Knoerdel, *Member, Board of Directors*
Pittsburgh Council for International Visitors
Marion Hook, *Executive Director*
LaFarge Lifelong Learning Institute and Secretary
NCIV Board of Directors

Convincing donors to plan bequests, write your organization into a will, plan a trust in your organization's name, or become a donor of a major gift takes special techniques. Learn what these techniques are and which ones will work with your organization's fund raising efforts.

DEMOCRATIZATION

Monticello East
Lower Ballroom Level
Moderator

Speakers

Bill Coleman, *Fellow*
Urban Institute
Joel Fischman, *Advisor*
Office of Strategic Communication, U.S. Information Agency
Susan Lagon, *Professor of Government*
School of Government, Georgetown University
William Ware, *Federal Affairs Counsel*
National Conference of State Legislatures
Susan L. Woodard, *Senior Fellow, Foreign Policy Studies*
Brookings Institution

In examining a wide variety of subjects from politics to economics to education, many International Visitor programs contain democracy-building as an underlying theme. This session will begin with a review of U.S. foreign policy objectives in promoting and supporting democracy around the world. Panelists will:

- explain why democracy is a critical topic for understanding how U.S. cultural values and history refined U.S. federalism to its present state;
- discuss IV projects devoted to civic education, the legislative process and elections;
- talk about the unique role of grassroots democracy in U.S. politics;
- describe the effects of the separation of powers on U.S. policy-making.

9:45 a.m. - 10:15 a.m.
COFFEE BREAK
Ballroom Foyer

10:15 a.m. - 12:00 p.m.
TOWN MEETING II
Vista Ballroom
Moderator
William Carter, Senior Program Officer
Institute of International Education and Member
NCIV Board of Directors

An open forum to discuss the future of NCIV; reports from the task forces created at the last Town Meeting will be presented as well. To maximize the use of time, topics for discussion will be collected in advance of the session. After a period of open dialogue, participants will be placed in groups to formulate resolutions that they will then present to the assembly.

12:00 p.m. - 1:30 p.m.
LUNCH ON YOUR OWN
Pick up a sandwich at the Westin Bake Shop or explore the eateries on Vermont Avenue and K Street. Check your registration packet for a restaurant list.

12:15 p.m. - 1:15 p.m.
BROWN BAG LUNCHEON DISCUSSION: AMERICAN EXPRESS PILOT PROJECT
Monticello West

New federal laws and regulations, as well as trends in the financial industry, are moving the government away from checks, travelers checks and other paper vehicles toward the use of electronic tools for payment in all government-funded programs. The USIA International Visitor Program has started a pilot project in partnership with American Express to design a stored value card specifically for use by visitors and escort-interpreters. In this session, the pilot will be described by AmEx and USIA officials.

Monday afternoon continued

1:30 p.m. - 2:15 p.m.

PLENARY: THE FUTURE OF INTERNATIONAL EXCHANGE

Vista Ballroom

Opening Remarks

The Honorable Dr. John P. Loiello, Associate Director for Educational and Cultural Affairs
U.S. Information Agency

Moderator

William Reese, Executive Director
Partners of the Americas

Speakers

Susan Sygall, Executive Director
Mobility International U.S.A.

Michael McCarry, Executive Director

The Alliance for International Educational and Cultural Exchange

What factors will shape the future of our field? New programs and requirements, the increasing demands on the philanthropic dollar, U.S. foreign policy initiatives, federal budget constraints, the need to form partnerships... This session is designed to take a look at the big picture and see where the USIA International Visitor Program and NCIV fit in.

2:30 p.m. - 4:00 p.m.

CONCURRENT SESSIONS:

*Monticello West
Lower Ballroom Level*
Moderator

LEGISLATIVE ISSUES/PARTNERING WITH ELECTED OFFICIALS

Naomi Loper, Director, Professional Exchange Program
Minnesota International Center and Co-Chair
NCIV SOS Task Force

Nancy Gilboy, Executive Director

International Visitors Council of Philadelphia

Walter Nunn, Executive Director

Arkansas Council for International Visitors and Co-Chair
NCIV SOS Task Force

Julie Oldani, Executive Director

International Visitors Council of Metropolitan Detroit

Emily Anne Tuttle, President

Minnesota International Center

Some states and cities help fund CIVs. Some members of Congress and other officeholders give public statements of support for CIVs. How does that happen? A roundtable of CIV representatives will give advice, tips and success stories.

Monday afternoon 2:30-4:00, continued

They will also discuss ways to use International Visitor Month to its maximum potential.

Vista Ballroom C

PARTNERING WITH FOUNDATIONS

Moderator

Joan D. Winship, Vice President
The Stanley Foundation

Speakers

Ann Schodde, Executive Director
Iowa Council for International Understanding
Helen Seidler, Director of International Programs
Council on Foundations
Charles Scott, Director
Association of Small Foundations

Representatives of foundations and CIVs will share their insights and answer your questions on identifying the right foundation partner, making the initial approach, and the art of grant-writing. Successful models of CIV foundation partnerships will be described, along with pointers for project implementation.

4:00 p.m. - 6:00 p.m.

INDIVIDUAL VISITS TO CAPITOL HILL

Now is the time to meet your elected Congressional representatives and their staff members, and to educate them about the good work done by your local CIV and the USIA International Visitor Program. Please arrange your own transportation via taxicab or Metro. (Note: Advance appointments are strongly encouraged.)

Monday, April 7 - Continued

6:00 p.m. - 8:00 p.m.

NETWORKING RECEPTION ON CAPITOL HILL
 Room 325, the Russell Senate Office Building

Congressional representatives and their staffers will join NCIV members from across the country and USIA officials for this special event. Special thanks to NCIV Board Chair Bruce Buckand and Senator Christopher Bond (R, Missouri) for their roles in arranging this reception.

Room 325 is also known as the Caucus Room. The Visitors' entrance of the Russell Senate Office Building is located at Delaware and Constitution Avenues, NE. It is accessible by taxi, and approximately a fifteen-minute walk from the Union Station Metro Station (red line).

Tuesday, April 8

7:15 a.m. - 8:15 a.m.

CONTINENTAL BREAKFAST
 Vista Ballroom B

8:30 a.m. - 12:30 p.m.

REGISTRATION
 Ballroom Foyer

8:30 a.m. - 10:15 a.m.

PLENARY: BEYOND THE IV PROGRAM: WHAT OPPORTUNITIES EXIST FOR CIVs?
 Vista Ballroom

Moderator

Gail Shroff, Executive Director
 Pittsburgh Council for International Visitors

Speakers

Pat Kern Schaefer, Executive Assistant to the Associate Director for Educational and Cultural Affairs
 U.S. Information Agency
 Kristine Aulenbach, Manager, Entrepreneurial Management and Executive Development Program
 World Learning, Inc.
 Daisaku Harada, Director
 Japan Productivity Center for Socio-Economic Development

This session will examine governmental and non-governmental programs outside of the USIA IV Program that offer programming opportunities for CIVs. The panelists will discuss their programs and what they require from CIVs. The programs discussed will offer administrative fees or require grant applications that offer alternative sources of funding for CIVs.

10:15 a.m. - 10:45 a.m. **COFFEE BREAK**
Ballroom Foyer

10:45 a.m. - 12:00 p.m. **CONCURRENT SESSIONS:**

Vista Ballroom A

SUSTAINABLE DEVELOPMENT: A HOLISTIC APPROACH TO ENVIRONMENTAL PROTECTION AND ECONOMIC DEVELOPMENT

Moderator

Joanne M. Clark, Program Officer
Meridian International Center

Speakers

Michael Schneider, Special Advisor to the Director
U.S. Information Agency

Stacey McArthur, Director of Programs
International Visitors Council of Research Triangle Park
Mary Paden, Senior Associate and Director, Environmental Education Project
World Resources Institute

Environmental programming has evolved, and continues to evolve, from what was once a singularly focused effort (i.e. issues such as air, water and waste) to one that increasingly involves a holistic approach. Speakers will discuss the concept of sustainable development, its importance globally and locally, institutional players, and the nuts and bolts of programming in this complex field.

Thursday, 10:45-12:00, continued

Vista Ballroom B

ROUNDTABLE DISCUSSION-STATISTICS: WHAT DO WE REALLY NEED TO COUNT?

Moderators

Kevin R. Webb, Executive Director
International Visitors Council of Columbus, Inc.
Debra Forbes-Gray, Information Resources Officer
Programming Division, Meridian International Center

This hands-on session is intended for CIV representatives who keep statistics for their organizations. The workshop will bring together CIVs and staff from program agencies, NCIV and USIA to discuss what statistical information needs to be collected for USIA, NCIV, and for support in our own communities. The input that is given will be used to create a new statistics program for the network.

Vista Ballroom C

MEDIA AND PR CONNECTIONS

Moderator

Jeannie Treitz, PR Officer
Louisville International Cultural Center
Christina Smith Williams, PR and Program Director
Tulsa Global Alliance
Michael Cover, Vice President
The Widmeyer-Baker Group
Heather Hopkins, Senior Account Manager
The Widmeyer-Baker Group

Speakers

This session will bring together a CIV PR Director and representatives from a professional PR firm to discuss public relations and working with the Media. The PR firm representatives will discuss media relations, and the CIV PR Director will discuss her organization's marketing plan step by step.

Tuesday morning, 10:45-12:00, continued

Monticello West
Lower Ballroom Level
Moderator

Speakers

BEYOND THE IV PROGRAM PART II

Carol Emmons, Executive Director
Georgia Council for International Visitors
Edison Dick, Executive Director
American Bar Association International Legal Exchange Program
Arthur Green, Director
Washington Foreign Press Center, U.S. Information Agency
Patricia Karvounis, Vice President for Programs
Eisenhower Exchange Fellowships

In this continuation of the discussion started in the morning's plenary session, panelists will explore further opportunities for programming outside the USIA International Visitor Program and seeking fees for service.

12:30 p.m. - 2:00 p.m.

CLOSING LUNCHEON PLENARY: A CULTURAL SENSITIVITY WORKSHOP WITH ROGER AXTELL
Vista Ballroom

The man *The New Yorker* magazine called "An International Emily Post" will close the 1997 National Conference with his unique blend of storytelling, humor and useful tips on communicating across cultures.

Special thanks to the Metropolitan Tulsa Chamber of Commerce for underwriting this luncheon.

1997 NCIV National Conference Logistics

ATM

Automatic Teller Machines are available at Nations Bank and Citibank on Vermont Avenue. Take a right and another sharp right upon exiting the front of the hotel.

Conference Meals

You will need a ticket for admission to all Conference meals. If you pre-registered for the Conference, you will find the meal tickets in your registration packet.

Emergencies

Contact the registration desk in case of emergency. If the registration desk is closed, you can reach one of the following NCIV staff members in their hotel rooms: Sherry Mueller, Loran Diehl Saito or Jennifer Hawkins. You can also contact Christine Lucas, Chair of the Conference Planning Committee Member, or an NCIV Board Member in the hotel.

Exhibits

Exhibits are open at the following times:

Sunday: 8:00 am-6:30 pm Monday: 8:00 am-5:30 pm Tuesday: 8:00 am-3:00 pm

Exhibit space is available on a limited basis to those who signed up in advance. Books by featured Conference speakers and on topics of non-profit management and cross-cultural communication will be sold by Reiter's bookstore at their exhibit table. Your registration packet contains a complete list of exhibitors.

Hearing Assistance

We have arranged with the hotel for the front right section in each plenary session to be set aside as a hearing-assisted section. Hotel engineers will make sure that the volume in that section is set slightly higher than in the rest of the plenary room. In concurrent sessions, we recommend that people who have difficulties hearing sit near the front of the session rooms. If you have difficulty with hotel sound, please notify an NCIV staff member or a Conference Planning Committee member.

Hotel Details

Check-Out

The Westin's check-out time is 1:00 pm. If you would like to check out later, please contact the front desk.

Parking

If you indicated on your registration form that you will need to park at the hotel, you will find a Conference parking voucher in your registration packet. Please present this voucher to the parking attendants for a special Conference parking rate of \$6 per day or \$10 overnight.

Meeting Room Comfort

If a meeting room is too hot or too cold, or if there is any other logistical problem, please notify an NCIV staff member (purple ribbons) or a Conference Planning Committee member (white ribbons).

Name Badges and Ribbons

You must wear your name badge at all times for admission to Conference events. Please wear it as well to all Conference activities outside the hotel. Please remove it when shopping or sightseeing in the city.

The following people are identifiable by the ribbons they will wear attached to their name badges:

Conference Committee: White ribbons
NCIV Board Members: Blue ribbons

NCIV Staff: Purple ribbons
Speakers: Red ribbons
Volunteers: Green ribbons
USIA Staff and
Foreign Service Nationals: Red, White and Blue Ribbons

Pre-Registered Events

The following events are available only to those who pre-registered:
USIA Newcomers Session (Registration available until 1:00 pm on Friday)
Pre-Conference Sightseeing Tour of Washington
Middle Eastern Embassy Receptions
Home Hospitality
Capitol Hill Networking Reception

Registration

The Conference Registration Desk will be open at the following times:
Friday 12:00 pm - 7:00 pm
Saturday 8:00 am - 5:00 pm
Sunday 8:00 am - 5:00 pm
Monday 8:00 am - 5:00 pm
Tuesday 8:30 am - 12:30 pm

Please refer to the bulletin board located next to the Registration Desk for official announcements and messages for Conference participants.

Restaurants

The Westin's Verandah Restaurant is open with a full menu at the following hours:
Monday-Friday Breakfast 6:30-10:30 am
Saturday Brunch 7:00-12:00 pm
Sunday Brunch 7:00-12:00 pm
Dinner 6:00-10:30 pm
Dinner 6:00-10:30 pm
Dinner 6:00-10:30 pm

The hotel Bake Shop is open Monday-Friday from 7:00 am until 7:00 pm and Saturday and Sunday from 8:00 am until 3:00 pm.

Vermont Avenue and 15th Street, adjacent to the hotel, have a number of eateries, and there are several restaurant areas within easy walking distance. Please check your registration packet for a complete list.

Taxis

The bellman or concierge in front of the hotel will secure a taxi for you. The hotel staff has been notified of the busiest Conference taxi use times, and will attempt to line up extra cabs in advance. Sharing a cab with others will save you money: before you travel, attempt to find someone else going your way—it's also a great way to get to know someone new! Washington, D.C. taxis use a zoning system for fares that can sometimes be confusing. It's always a good idea to ask the driver in advance how much the fare will be and how he or she calculated the fare. Surcharges are added for extra passengers and for travel during the afternoon rush hour. Ten-fifteen percent tip is customary. It is usually fairly easy to hail a cab in the street; however, if you need to call a cab, try Yellow Cab (202) 544-1212 or Diamond Cab (202) 387-6200.

International Visitor Program of the United States Information Agency

The International Visitor Program is administered by the U.S. Information Agency's (USIA) Bureau of Educational and Cultural Affairs, operating under authority of the Mutual Educational and Cultural Exchange Act of 1961 (Fulbright-Hays Act). The emphasis of the program is to increase mutual understanding through communication at the personal and professional levels. Participants are established or potential foreign leaders in government, politics, media, education, science, labor relations, and other key fields. They are selected by American embassies overseas to visit the United States to meet and confer with their professional counterparts, and to experience this country firsthand.

Over the years, hundreds of former participants under the International Visitor Program have risen to important positions in their countries. Among the alumni are over one-hundred and sixty current and former Chiefs of State or Heads of Government, and more than 600 alumni are cabinet level ministers. In Fiscal Year 1996, over 4,550 visitors from abroad participated in the program. Over 1,600 of these came to the United States at their own or their government's expense. The rest were funded by USIA.

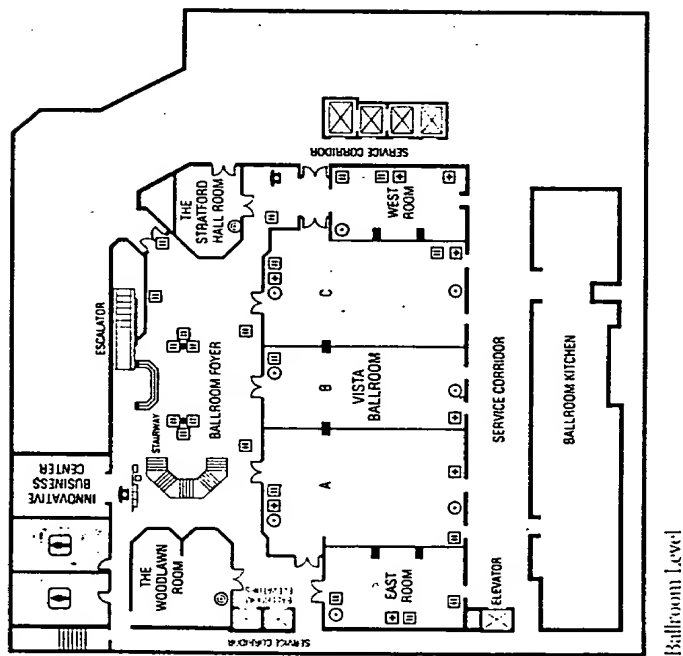
Arrangements for programs are made by the U.S. Information Agency, often in cooperation with several private, non-profit organizations that receive support from USIA. The program, however, depends upon the commitment and skills of volunteer-assisted community organizations across the country whose members provide a variety of services, including professional programs and home hospitality, for these distinguished guests. Ninety-nine of these local organizations are affiliated with the National Council for International Visitors (NCIV), which encourages and promotes efforts to develop, coordinate, and improve services for visitors from abroad. Through their involvement in the International Visitor Program, thousands of Americans across the nation contribute to improved relations between the United States and other countries.

**United States
Information
Agency**

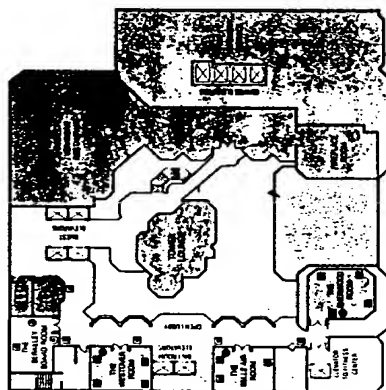
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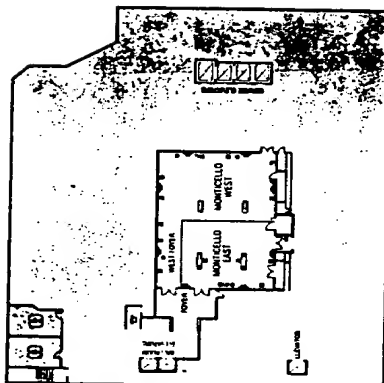
Hotel Layout Map



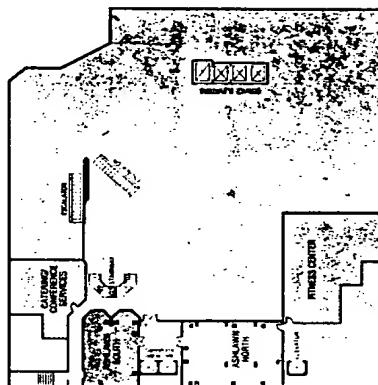
Ballroom Level



Upper Mezzanine



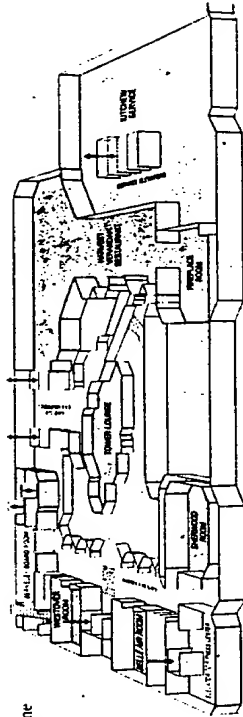
Lower Ballroom



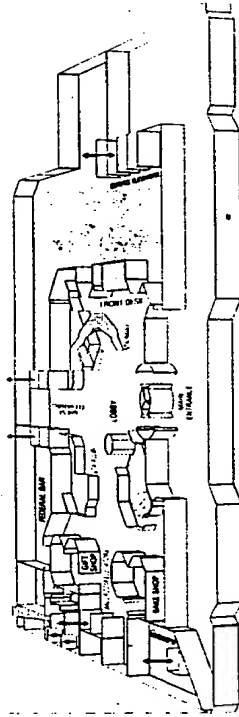
Lower Mezzanine

Hotel Layout Map (p.2)

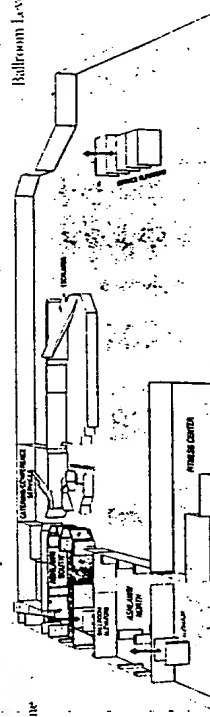
Upper Mezzanine



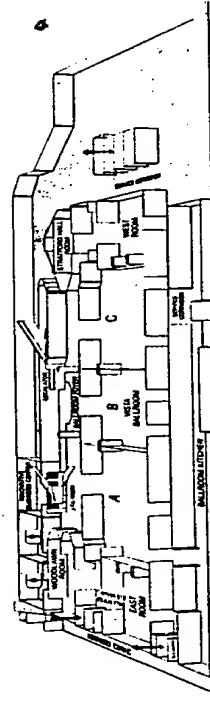
Lobby Level



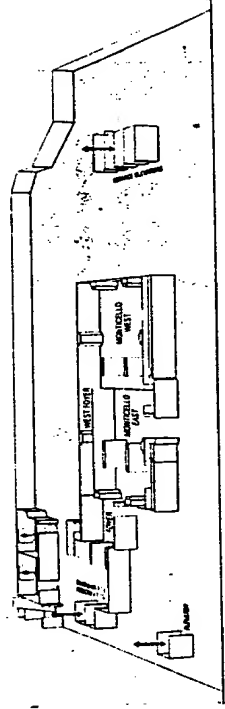
Lower Mezzanine



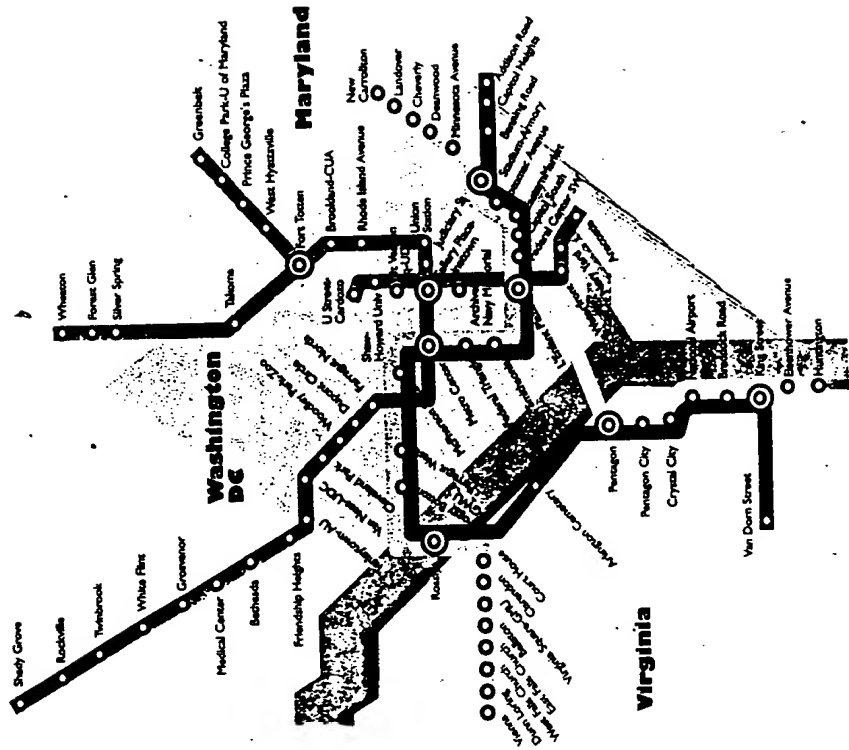
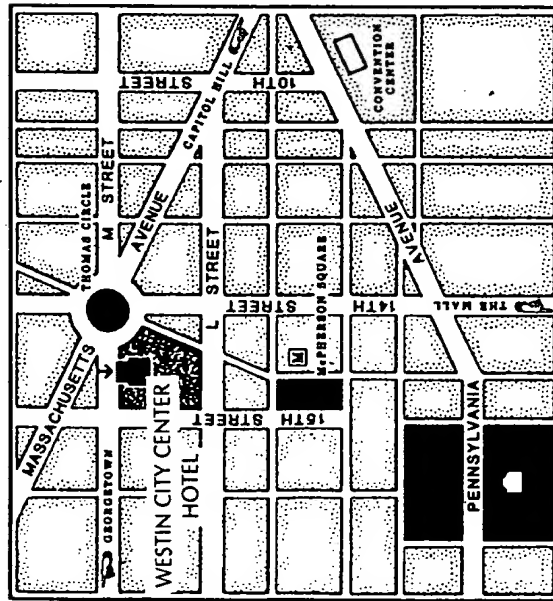
Ballroom Level

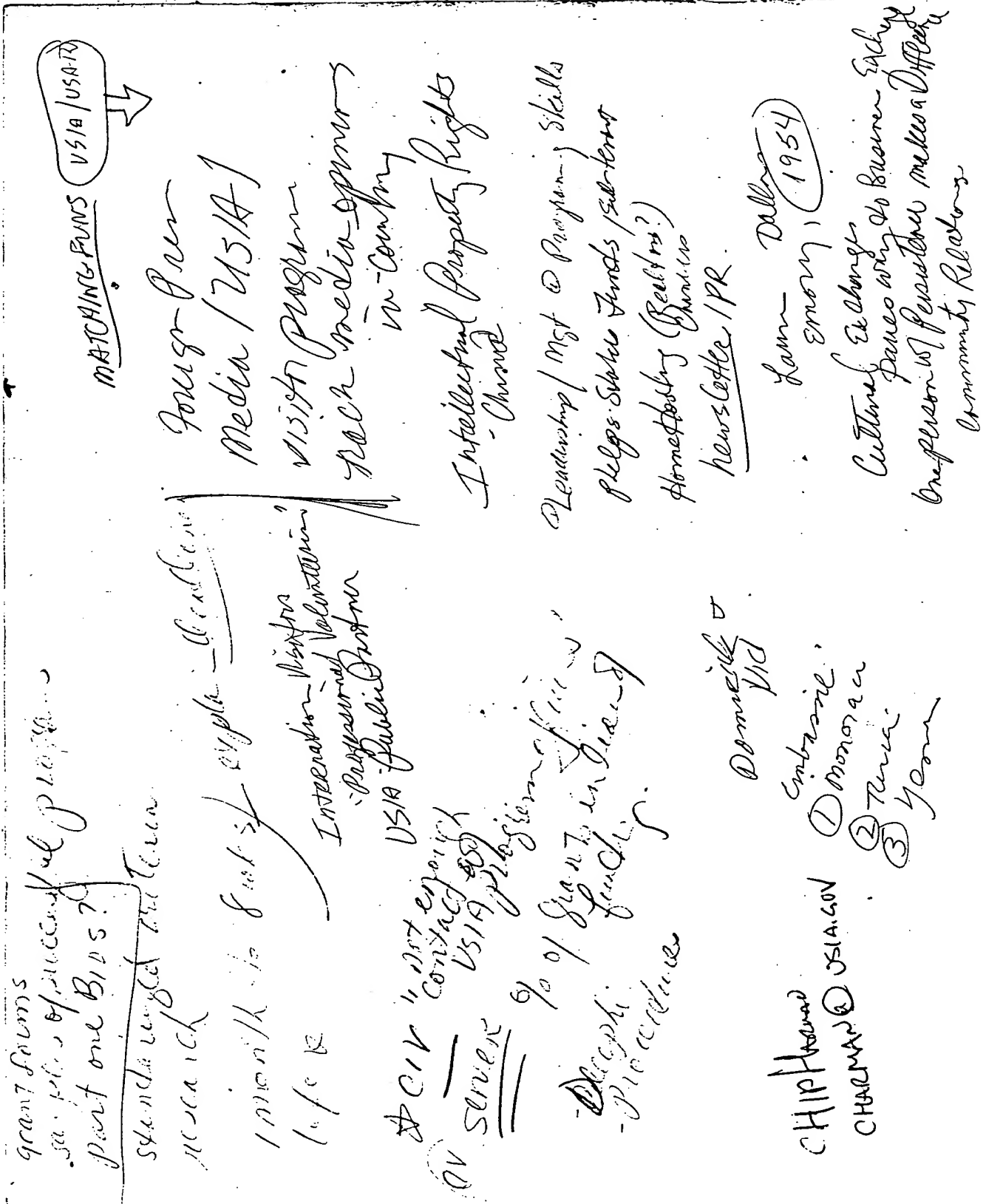


Lower Ballroom



Local Area and Metrorail Maps





Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
699

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Apr. 17, 1997 12:42PM

No. 7345 P. 3/2

**EISENHOWER
EXCHANGE
FELLOWSHIPS**

**1997 Eisenhower Exchange Fellow
Russia**

Mr. Viktor Mints
Apt. 432, 21 Building 3
Novojasenevsky prospekt
Moscow 117593
Russia

Age: 36
English: Fluent

POSITION: Construction Finance Manager for VEPSTROI - a Russian Government General Consultant in the World Bank Housing Project.

RESPONSIBILITIES: Responsible for the implementation of 1 line of credit out of a \$400 million dollar World Bank Housing Loan consisting of 3 lines of credit. Supervise team of two professionals and several technical specialists. Coordinate activities related to construction finances of VEPSTROI representatives in 5 Russian cities.

EDUCATION: Society of Appraisers, Moscow (1996);
Institute of Economics & Management in Construction, Moscow, Ph.D. (1989);
Civil Engineering Institute, Moscow, M.Sci. Construction Engineer (1983)

FELLOWSHIP PURPOSE: To acquire a broader view of US construction lending practices and mortgage financing, in order to establish new and easier procedures in Russia, thereby generating a greater demand for housing; to analyze current practices of American manufacturers of construction materials with investments overseas.

FELLOWSHIP INTERESTS:

Construction Loans

- To analyze the different specifics encountered by Construction Banks and other institutions active in construction lending
- To gather insights of established developers and attorneys experienced in selecting a lender and examining the loan terms

Mortgages

- To explore current mortgage provisions of banks and other lending institutions
- To address how FANNIE MAE's are obtained

Direct Investments

- To visit companies who invest overseas focusing primarily on manufacturers of building materials in order to better understand their selection process.
Issues to be addressed:
 1. What qualities must projects and local enterprises contain in order to be considered valid candidates for US investment?
 2. How are the risk factors evaluated?
 3. What support do US investors receive from the government?

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April 23, 1997

Mr. Benjamin J. Mollere
Director of Sales and Marketing
THE BILTMORE HOTEL
1200 Anastasia Avenue
Coral Gables, FL 33146

Ref.: Miami Council of International Visitors Pilot Program PROJECT OVERVIEW

Dear Ben:

Thank you for meeting with me on such short notice regarding Corporate Membership in the Miami Council of International Visitors. As I mentioned, we are trying to kick off our pilot program with a major event; the breakfast function on Wednesday May 2nd for the newly appointed US Under Secretary of State for Public Affairs, Lula Rodriguez. Until recently, Ms. Rodriguez was the Director of the US Information Agency. The following week we are hosting a Eisenhower Exchange Fellow, Viktor Minks, in charge of Russian building projects using a \$400 million line of credit through the World Bank. As I presented, this opportunity is part of the business development strategy to link like-demographic representatives of our community through a membership program developed by Hammes Advertising jointly with the Miami Council for International Visitors.

We offer a Charter Corporate Membership and the opportunity to be a showcase model for the rest of the network of International Visitors Councils nationally in this 2-year R&D Phase One. The membership on our Web Site will include a simple Web page design. A more complex interactive page can be developed at below market rates once the basic structure is in place (or we can modify your provided Web page with our field codes to document the reporting and commission aspects), participate in appropriate generated publicity which Hammes Advertising is doing as part of the strategy and be granted priority access to our select number of visitors who participate. Our limited number of, but highly qualified internationally prominent visitors are brought here by the US government and private contracting agencies. We have also been encouraged by USIA to generate our own International Visitors to help feed into the programs.

My role is the Architect, Designer, Strategist and Program Developer. My firm is in the early R&D stages to design this program (3 months as of this writing) defined as a interactive software program, creation of Web page designs, building Corporate Membership, negotiating terms for mutual reciprocity with other organizations, program "Hot Links," explain and sell the program, document direct and indirect business which results from this relationship in specific categories; develop web site content interfaces, and model this effort for national replication as the prototype which complies and submits to the proper government authorities

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resulting business impact -- immediate, short and long-term -- to justify program expenditures to Congress.

As we discussed yesterday, Hammes Advertising Inc. as a member of the Board of Directors for MCIV has been working closely with the United States Information Agency (USIA) and the National Council for International Visitors to develop this strategic marketing program to enhance and better serve our International Visitors. To that effect, the salient points of the Corporate and Institutional Sponsorships we are seeking for this two year Pilot Program comprised of two components, as follows:

• A Corporate Package: Commitment of \$25,000 over two years, with an option to continue at the same rate for another year, to be allocated as follows:

- | | |
|--------------------|---|
| <u>Year One:</u> | Local Program Development Model, share R&D program with the Orlando Council of International Visitors. |
| <u>Year Two:</u> | National Council for International Visitors tie-in, 103 Cities across this country, market proprietary program on method to be determined, probably based on a fee and commission structure similar to this, allowing for local and industry appropriate modifications and adjustments. |
| <u>Year Three:</u> | International tie-ins: US Embassies and Consulates abroad and/or through their US Missions in US. under similar formula. We already have the sincere interest of a country adjacent to Saudi Arabia to be our prototype Embassy on the Web. |

Components:

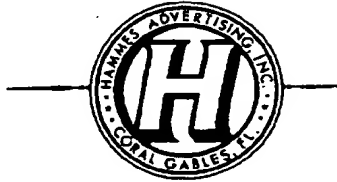
- 1) \$1,000 Corporate Membership Fee per year, payable at signing.
- 2) Web Site Sponsorship
 \$24,000 payable at \$1000 per month (first month due on signing) for two years for a simple presence on the Web. As such it has been discussed that a members questionnaire is to be provided which will be based on "key word sort" programming language.

Benefits:

- 1) Public Relations

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Priority press coverage resulting in Biltmore brand identification from our use and media attention to the activities of our organization. Use of Biltmore facility for press coverage, meetings on site, media coverage of noteworthy US State Department, United States Information Agency, Fulbright and potentially other participants in the International Visitors Program, a Convention bid possibility, and expansion to other directly derivative room night sources including, but not limited, to other Programming Agencies such as Meridian House, Philip-Stokes Fund etc.

- a) Local newspaper, television, radio: Anglo and Hispanic markets
- b) In house news organs, including the USIA National newsletter distributed to Congress and other CIV's around the country. MCIV will be producing a newsletter as events warrant it.
- c) Community news coverage: Vice Mayor Dorothy Thomson has tentatively agreed to present Ms. Rodriguez the Key to the City (or similar recognition).

- Dynamic cable television, several local newspapers covering community happenings.

- d) Most important, the tremendous leverage for the dollar when the International Visitor returns home with wonderful pictures and memories with a package from the Biltmore and the City of Coral Gables Economic Development Department, the Chambers and other professional, civic and cultural groups which decide to participate.

2) Creative Leveraging of Marketing Budget

Space at Facilities, Restaurants (room nights/conference room etc.) will be made available to our IV guests on an "Avails" basis, totally at your discretion. [This marketing concept is the fundamental underpinning of the hotel, restaurant, automotive, cultural and tourist vendor standards. This approach is not used anywhere within the International Visitors Program. It is a standard in the electronic media and to a lesser extent in the print media. This application is a proprietary concept developed by Hammes Advertising for this program.]

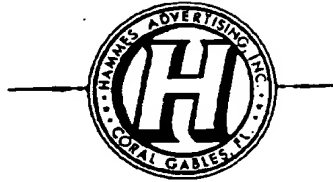
Write Off to Market Under Promotional Budget:

This marketing approach allows the participating group to write off their "empty" or "available" (as in the term "Avails") room nights (or other products) to Market Rates under the promotional line items of the balance sheet, while recovering the "HMO" rate on an otherwise empty room. It allows for the leveraging of dollars, because the International Visitors are pre-screened and selected by the US embassies in their home country and are influential as decision-makers in the Mission of US interests abroad. These individuals can be uniformly described as leaders in their field, in their country(ies). Many, if not most, later become elected officials, leaders of business, industry, education, the judiciary etc. About 5000 nationally and several hundred locally are brought to this country for up to three weeks to travel to up to 5 cities.

* "HMO" ie., Health Maintenance Organization (scheduled pricing in health care industry).

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3) Accountability: Fulfilling the USIA Mission:

Reporting Business Transactions Requirements: Mandatory requirement for participation is the reporting of business gained as a result of this program. For as long as business is generated through and because of this relationship, the Member (Biltmore) agrees to report it to Hammes/MCIV). The purpose is to accurately quantify the "direct" and "indirect" economic impact to the local community hosting the International Visitor Program(s). The USIA is currently engaged in a multi-million dollar effort to quantify the leveraging effect of this program. A key program objective, backed by a commission structure to reinforce the affect is the copies of appropriate account summaries and contracts will be provided. Due to the small numbers of International Visitors involved and the potentially high spin off through many industries, a detailed check list will be programmed in to software. This will also be used in matching on other, in-bound inquiries. This is another critical proprietary aspect to the programming.

4) Business Plan Concept/Trade Secret

This formula is not currently in place anywhere in the US government. As a result, I would like to register all branches of the State Department and Armed Forces as prospects -- in advance, now -- because when the formula becomes known, without the Confidentiality Agreement, I anticipate only a narrow window of time before everyone starts using it all over the country -- and we lose our competitive marketing edge.

5) Non-USIA Programs

There are programs which do not come through USIA, such as our first IV model prototype, Mr. Viktor Minks from Moscow, from the Eisenhower Exchange Fellowship Program. We also program for United States Agency for International Development (USAID) and Partners in International Education and Training (PEIT).

6) Confidentiality

The financial details are to not be disclosed to non-MCIV members because the key component of the Web site will be tracking of financial restructuring, cost benefits, in-kind contributions © 1997 so we may up-stream the data to Congress through the United States Information Agency.

7) Sole Discretion of the Parties

The use of room nights and/or conference facility(ies) and (any or all requirements will be determined by the mutual agreement of the Hotel Operator and Executive Director or Programmer who will reach a consensus as to suitability. The "HMO" rate will be paid directly by the International Visitor using his American Express Card, Cash or Traveler's Checks issued through USIA, USAID Eisenhower Fellowship Exchange etc. or approved other source.

10) Commissions

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The local contact person, defined as the person or company member of MCIV who brings the participating Corporation (The Biltmore) into the Council (in this case, Terry Hammes, Hammes Advertising Inc.) will be sent a commission check in the amount of the usual and standard rate paid to Travel Agents for similar services. Payment will be on the full amount spent; with payment sent net 30 days of receipt of payment from the International Visitor.

11) Third Party Commissionable Transactions

Hammes Advertising has been made aware of a public company which pays travel related commissions (the same amount as above, the usual and customary levels) via an on line structure which is honored nationally and been in place for a few years. For future cities it is anticipated that we either tie into this network for tours and ancillary charged items to broaden the scope of services -- or create our own through existing vendor suppliers. In either case, if and when this module is implemented it would not increase the commissions paid, but enhance our reporting capabilities. Its structure is tiered marketing and computerized accountability which would greatly enhance our reporting while giving back to the user/booking agent a share of the commission.

12) Documentation/Account Summary

This third party commissionable transactions will be reported in the customary manner which is reported to Travel Agencies. Failure to report, or "end running" will be grounds for suspension of cooperative efforts. We will be having a "double entry" system in the extensive exit interview process and in country follow up to the reporting handled here to help gauge program impact.

13) "HMO" Room Rate

The International Visitor "HMO" room night rate, to be paid directly and commissioned back is \$79, the same rate we have been paying for a room at a local mid-range hotel (\$79 per room night) lacking in some of the ambiance suitable for our guests.

14) Press Release Announcement (angle): (Not including Speaker's coverage. The Biltmore Hotel, the site of the 1994 Summit of the Americas has agreed to become the Charter Corporate Sponsor and Member.

In conclusion, please do not disclose this business strategy to non-MCIV members. You may verify the cooperation of interested parties:

James C. Pollock, Deputy Director
United States Information Agency
Office of International Visitors
1-202-617-5217 or 1-800-827-0804

Alex Miller, President, (est. 1959)
Miami Council for International Visitors
Miami Dade Community College
(O) 305-379-4610 or (W) 305-887-2383

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John M. Thomson, Esq.
Attorney for Hammes Realty Mgt. Corp.
Hammes Advertising Inc.
305-443-5444

Richard Cahlin, CPA
Levi, Rattner, Cahlin & Company
Treasurer, Miami Youth Museum
305-937-2272

Charley Nichols, CPA, Treasurer
Miami Council for International Visitors
Member, Board of Directors
Eastern Financial Credit Union
305-251-7087

Sherry Mueller, Ph.D., Executive Director,
National Council of International Visitors
1-800-523-8101

Richard Fitz, Technology Coordinator
United States Information Agency
202-619-5601

Gary Rovin, Esq., Past President
Miami Council for International Visitors
International Trade Attorney
305-670-9994

Rosa O'Neill, MA, Executive Director
Miami Council for International Visitors
Former Professor of Tourism, St. Thomas Univ.
305-271-5264 (H)

Ricardo Bernardo, MA, Program Director, USIA
International Visitors Program at Miami
Dade Community College (in organization):
305-237-3552

Lorie Nierenberg, Esq., Assistant General Counsel
United States Information Agency
202-619-6084

While final language of the contracts between the parties is being drafted, Mr. Thomson has agreed to hold the funds in escrow. A Confidentiality Agreement and Contract outlining these terms formally are being prepared by the Law Offices of John M. Thomson, Esq., (my attorney of 12 years) and by Gary Rovin, Esq., Past President of the Miami Council for International Visitors (1990-1993) with full MCIV Board approval and complete disclosure to, input from, cooperation with and approval of the plan theories by the Deputy Director of USIA International Visitor Program, James C. Pollock. Research has indicated that my telephone lines alone will run \$30,000 per month. While on start-up, arrangements to lease lines while acquiring the server hardware have been made. I am applying to become one of the first 20,000 businesses to receive the new international 800 toll free numbers which are not out yet. The support of a good core group is essential for start-up. The Chamber of Commerce and City of Coral Gables Economic Development Department will receive the next packages prior to the week's end, along with approximately a dozen Financial, Mortgage, Bankers, Architectural firms, Site Planning, Contractors and Building Trade Associations -- *all* of whom I have worked directly through my firms' business as regular Clients or as Pro bono civic contributions since 1978.

We will be filing grant requests as well. Part of USIA grant procedures stipulate community support through a broad range of local entities. The local MCIV has agreed to enter into an office lease with Hammes Realty Management Corp. in exchange for a furnished office in our

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A.I.A. award-winning Coral Gables office building located across from the University of Miami, once we are capitalized with a group of companies or organizations.

Through the Deputy Director of USIA, Jim Pollock, the International Visitor Program at Miami Dade has M-DCC has agreed to split revenues generated from Memberships generated using this strategy in their program on a 50%-50% basis. Those revenues (the split) would be shared by MCIV and Hammes equally (50%/50%) for the development of the project. Access to the internet Web will be on the same terms as above.

We can have contracts finalized shortly. I know I have given you additional detail that is also for the benefit of my Board and Jack and the others who are also reviewing it this morning. If this is agreeable, please prepare a short confirmation note to be faxed to myself or preferably Rosa O'Neill ASAP -- as early as possible this morning. My drop dead time is noon --and please let Jack know when the financial side can be handled. We will obtain at least two or three other Corporate sponsors, prior to fund release with a goal of 35-40 groups and organizations within the year. Also, we will need to send those of your "A" list who would be interested in this event along with the confirmation. Thank you for your support

Sincerely,

Terry Hammes, MBA, President
Hammes Advertising Inc.

enclosure: March 3, 1997 outline to USIA

cc: Alex Miller, John M. Thomson, Esq., Gray Rovin, Esq., Charley Nichols, Rosa O'Neill,
Jim Pollock, Sherry Mueller, Kay Little and Jose Caluo of Coral Gables Chamber of
Commerce.

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*The U.S. Department of State and The Miami Council for
International Visitors, Inc.*

invite you to a

*Community Meeting on U.S. Foreign Policy Priorities and
The Importance of Public Outreach
"Diplomacy and the 21st Century"*

with

*Lula Rodriguez
Deputy Assistant Secretary of State for Public Affairs
U.S. Department of State*

Friday, May 2, 1997

*University of Miami
Whitten University Center
1306 Stanford Drive
Coral Gables, Florida*

*8:30 a.m. Coffee
9:00-10:00 a.m. Discussion and Q&A*

*The purpose of this forum is to increase public understanding of current issues,
encourage public engagement in the foreign policy process and provide an
opportunity for participants to exchange views with a senior official of the
Department of State. This event is one in a series of community meetings
organized this year by the U.S. Department of State.*

There is limited capacity. RSVP is required. Please contact:

<i>Rose O'Neill</i>	<i>Joan Colbert</i>
<i>Miami Council for International Visitors OR</i>	<i>U.S. Department of State</i>
<i>T: 305 271-5264</i>	<i>T: 202 647-7926</i>
<i>F: 305 598-7659</i>	<i>F: 202 647-3340</i>

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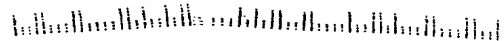


U.S. Department of State
Washington, DC 20520-6810



Terry Hammes
896 S. Dixie Hwy.
Coral Gables, FL 33146

3314612604



Lula Rodriguez
Deputy Assistant Secretary of State for Public Affairs
U.S. Department of State

Ms. Rodriguez was appointed Deputy Assistant Secretary of State for Public Affairs in March 1997. Before that, she served for three years as Director of the Office of International Visitors, United States Information Agency.

Ms. Rodriguez's career in public service began in 1980 when she was named to the United States Public Health Service to oversee the health screening of over 100,000 Cuban and Haitian refugees. Subsequently, she served as Executive Assistant to the Mayor of the City of Hialeah, Director of the State Governor's South Florida office and Director of the Office of United States Senator Bob Graham until 1992. She then went to Washington as an Assistant to Attorney General Janet Reno.

Ms. Rodriguez has received numerous awards and recognition for distinguished public service. She was a member of the Board of Directors of United Way, the League of Women Voters and the Metropolitan Dade Cultural Affairs Council. Additionally, she served on the Advisory Board of the Spanish American League Against Discrimination, the Cuban National Planning Council Leadership Program, and the Dade County's Big Brothers/Big Sisters chapter.

Ms. Rodriguez attended Miami Dade Community College and the University of Miami and has participated in leadership training courses at the John F. Kennedy School of Government at Harvard University and the Center for Creative Leadership in Greensboro, North Carolina. A native of Cuba, she is fluent in Spanish.

Ms. Rodriguez resides in the District of Columbia.

UNITED STATES INFORMATION AGENCY

Number 9, Spring 1997

INTERNATIONAL VISITOR PROGRAM

Secretary of State Madeleine Albright Visits USIA

Secretary of State Madeleine Albright visited USIA January 29 to meet with Director Joseph Duffey and senior managers, who outlined the Agency's recent changes and strategic vision for the next four years.

The Secretary began by noting that "perhaps no agency of the U.S. government is more responsible for my success than USIA." She credited this to her participation as a USIA speaker in Communist countries during the Cold War, her use of the RFE/RL (Radio Free Europe/Radio Liberty) archives for her dissertation, and the VOA for teaching her how to talk on radio. Secretary Albright said she knew well and appreciated USIA's work, and was aware of USIA's efforts to work with severely reduced resources in the past



three years. Addressing this continuing challenge, she added, "what we need to do now is to present a coordinated message about the importance of foreign affairs to the pub-

lic. I should tell you that the financial situation of foreign affairs agencies is still critical. We have a long way to go to get the money up, and to do that, we have to prove that there is no redundancy in what we do. Each of our programs and each thing we say has to be linked directly to policy. It can't be just a fluffy message." In welcoming the Secretary, Director Duffey pointed out that this was the first visit by a Secretary of State to USIA. He said he was heartened especially that the visit took place during her first week as Secretary of State. "Many of your predecessors participated in USIA programs," he said, "but as far as I know, none of them paid a visit to USIA." The Director invited the Secretary to share her views on the future of the foreign affairs community.

"The type of work that USIA does plugs in directly to the future direction of foreign policy," Secretary Albright said, "especially in light of the increased role of the media and NGOs." She said that the successful transformation of U.S. foreign policy would be possible with the use of USIA's various services to the foreign affairs community. She explained, in her opinion, the misunderstanding of the importance of foreign policy came from the problem of foreign policy issues being cast in Cold War terms. "Public diplomacy will be the key to recasting the issue."

The first task in this transformation, according to the Secretary, is to find a way for USIA and the State Department to work closely together. "The scarcity of resources, especially in a time when foreign policy is growing in importance, is irritating." It is incumbent upon the foreign-affairs community to present a joint message to explain foreign policy to the people—"who just don't get it"—to improve the funding situation for foreign affairs.

Continued on page 2)

IV PROGRAM DIRECTOR MARKS THIRD ANNIVERSARY



March 5 marked the third anniversary of my appointment to serve as the Director of the International Visitor Program. In that time foreign policy programming has undergone significant changes

which reflect the priorities and concerns of the American people.

Reflecting the need to reduce the Federal deficit and balance the budget, foreign affairs budgets have come under scrutiny. The Bureau of Educational and Cultural Affairs has seen its funds reduced by 26%. Similarly, the budget for the IV Program has been reduced by 25%. With the cooperation of post, program agencies, State's Division of Language Services and Councils for International Visitors nationwide, we have

managed to absorb these cutbacks creatively while keeping up visitor numbers. We have served the American people well, developing programs that are more cost-effective and strategically targeted. Today the average IV comes as part of a group, for an average of 21 days and visits up to 5 cities. In cooperation with our partners, we have created an exchange program addressing highly specialized, professional interests.

With Secretary of State, Madeleine K. Albright's commitment to public diplomacy, coupled with the bipartisan commitment of Congress to working with her to meet our nation's foreign policy objectives, we are strategically poised to do our part in telling America's story to the world.

Sincerely,

Lula Rodriguez
Lula Rodriguez
Director
Office of International Visitor

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UNITED STATES INFORMATION AGENCY
INTERNATIONAL VISITOR PROGRAM

Albright (Continued from page 1)

Deputy Director Penn Kemble pointed out that USIA had the tools to advocate foreign policy goals, a role the Secretary said she has adopted. Though everyone seemed to agree that working with publics was becoming more important than state-to-state relations, we have only begun to gain a mastery of the changes that have taken place. "It is clear, though, that there has to be closer integration between USIA and the Department of State, and that our potential cannot be fulfilled until public affairs become an integral part of foreign policy-making," Mr. Kemble said. ■



Madeleine Albright is sworn in by Vice President Gore as President Clinton and her daughters look on.

New President Named at AAI



In September 1996 the Board of Trustees of The African-American Institute announced the appointment of Ms. Mora McLean as AAI's new president. A native of St. Thomas, U.S. Virgin Islands, Ms. McLean majored in African studies at Wesleyan University before getting her J.D. from Columbia University School of Law in 1980.

Ms. McLean was recruited to AAI from the Ford Foundation where she served in several capacities: as a program officer in the area of human rights and social justice. The Ford Foundation's Representative for West Africa, and Deputy Director for Africa and Middle East Programs. In this capacity, she assisted the Director with oversight of the program development, management and administrative, and communications functions of the Foundation's Africa regional programs. Speaking before a large audience at AAI's 13th Annual Awards Dinner she recently observed:

"I come to AAI fully aware of its remarkable past and its unparalleled resources. But I also come to the Institute in full recognition that we are facing a new, different, and sometimes uncertain world out there.

"AAI is undergoing its own process of self evaluation to determine how—after 44 years of work in this field—it should remain vital

into the 21st century. But even as we search for a new vision and strategic niche we remain committed to the guiding principle that no strategy to achieve sustainable development in Africa can succeed without concerted attention to the education and skill needs of people. Whether the policy goals articulated on either side of the Atlantic at any point in history are to prevent war, promote democracy or increase trade, the human resource component is critical.

"The same principal informs our work on U.S.-Africa relations: experience shows

that deep and sustained interest in Africa among Americans is best awakened through volunteer, study tour, work, personal contracts, cultural exchange and other shared experiences on the continent and here in the United States. AAI places emphasis on people as resources and agents of positive change and greater understanding, and in this USIA has been our greatest supporter. We intend to reach out to USIA and other key players in the public and private sectors from the U.S., Africa and beyond to join us in this seminal task." ■

Greek International Visitors Examine Labor Issues

A delegation of seven International Visitors, six representing the Greek Confederation of Labor (GSEE) and one representative of the National Tobacco Organization, met with Senator Paul Sarbanes (D-MD), Greek Ambassador to the U.S. Loucas Tsilas, and George Kourpias, President of the

International Association of Machinists and Aerospace Workers while in Washington, DC.

The group also met with AFL-CIO President Ed Cleary and His Eminence Archbishop Spyridon, the Archdiocese of the Greek Orthodox Church while in New York City.



L-R: Escorts John Nikelly and Constantine Vlantikas, Evly Pechlivanidis-GSEE, Douglas Brooks-FTUI, Yiannis Manolis-GSEE, Sen. Sarbanes, Evanthia Geka-NTO, George Pavlidakis and Spiros Stamou, GSEE. This program was directed by USIA Program Officer Linda Piccirilli.

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INTERNATIONAL VISITOR PROGRAM

• FOCUS ON CIVs •

**Piedmont Triad CIV: A Home
Away from Home for IVs**

The Piedmont Triad Council for International Visitors—serving the cities of Greensboro, High Point and Winston-Salem—welcomes the world to central North Carolina. Since its founding in 1990 the all-volunteer PTCIV has welcomed more than 350 IVs from such diverse countries as Russia, Egypt, Togo, New Zealand, Cambodia and South Africa.

Known primarily for furniture and textile manufacturing, the Piedmont Triad also prides itself for a flourishing arts community, renowned colleges and universities, a diversified economy, and an ethnically diverse population.

As the nonprofit ambassador for a 25-square-mile, three-city area, the Piedmont Triad CIV facilitates international exchanges by showcasing these and other resources to international visitors sponsored by USIA and other organizations.

A fine arts editor from Spain, for example, met with the director of the Southeastern Center for Contemporary Art to discuss the challenge of fundraising. An attorney from China learned about minority-owned businesses, and most recently, an Italian politician met with the Mayor of Greensboro, and with political party candidates to discuss primary elections. In this way, Piedmont Triad CIV volunteers perform an important cultural and educational outreach role for the area's 800,000 citizens. The value of the CIV's contribution to the community is evident by its steady growth. Founded six years ago with 15 people, the membership now stands at more than 100, including volunteers whose tireless efforts have contributed to the Piedmont Triad CIV's success.

Although IVs come to the Piedmont Triad for professional and educational appointments, the meetings invariably leave both visitor and host with fond memories and positive, lasting impressions. Thus, North Carolina also benefits from the Piedmont Triad CIV's welcoming hand to international visitors.

In the words of a business leader from Zimbabwe, Mrs. Stembiso Mhalanga:



PTCIV President Barbara Lawrence with Sarah Jibril, Council of Women's Societies, Nigeria.

"Thank you for arranging my program so well. It fitted entirely to my expectations... and the hospitality was wonderful. It felt like home away from home. I will always remember North Carolina." ■

—by Star Reedy, PTCIV Volunteer

TCIV Marks 25th Anniversary

As we continue to welcome international leaders to our city, this year the Tucson Council for International Visitors celebrates 25 years of service to the International Visitor Program and our local community.

In the early days we were known as Hospitality International. We worked with Americans at Home and later became a part of CoServe, affiliating with the National Council of International Visitors in 1976. We changed our name to parallel the organization in 1987.

As an affiliate, the TCIV locally carries out the purpose and function of the NCIV. We arrange a number of activities throughout the year, including an annual International Visitors Month Reception, an open house event featuring the culture and foods of four countries; regular Board of Directors' meetings; participation in the NCIV National Conference; the services of an extensive language bank of native speakers to our IVs, schools, court systems, hospitals, etc.; and fund-raising and social events. These events include such activities as International Night at the Gaslight Theatre, potluck picnics, and the TCIV



Cholla High School student-panelists interact with Mahmoud Hussein Al-Omare (inset), Jordan International Cooperation Department of Environment.

Annual Luncheon—a media to communicate IV and USIA activities and the election of TCIV officers. TCIV also works with the University of Arizona, International Affairs Department, providing program support for individual international visitors and maintaining the C. Gloria Paul Scholarship Fund, which offers annual scholarships to aid deserving foreign students.

In addition to programming and hosting some two hundred visitors a year, our board decided to support a local high school's development of an International Studies Magnet Program by contributing materials, donating funds for field trips, and providing resource speakers. Cholla High School became a focus for the 1996 International Visitors Month activities. Seven international leaders from the Middle East spent a day at the school, meeting faculty and students, visiting classes, and talking with students and teachers in panels and in small groups.

The visitors' comments were extremely positive. One gentleman told his group that he came to the



United States with a negative attitude, but he will return to his country and tell everyone how he changed his perception of Americans. The coordinator of the Magnet program commended the students as being "true ambassadors" in the school's first international ambassadorial event!

Our membership of 220 "citizen diplomats" find the contacts with the international leaders very stimulating and have particularly enjoyed the home-hosting experiences of the many and diverse groups of visitors.

—by Florence Reynolds, Executive Director

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Americans are thriving in a world where people and information matter more. The growth of democracy, market opportunities, and rapid access to information mean people everywhere are claiming for themselves roles once left to governments.

This is good news for America. We have unmatched communications skills and incomparable experience with democracy and free markets.

Relying on traditional state-to-state diplomacy to pursue our national interests will now be far less effective. This is why the bipartisan U.S. Advisory Commission on Public Diplomacy recently issued a report to the President, Congress, and the American people on "A New Diplomacy for the Information Age." In it, we advance three themes:

- ★ Because of democratization, free markets, and new technologies, people have more power and governments have less. Our policies and agreements will succeed only with the support of publics at home and abroad.
- ★ Powerful information technologies give us new ways to understand and influence both governments and publics.
- ★ America has a significant foreign policy edge because of our lead in technology and media, the dominance of our language, and our experience with democracy and free markets—an edge we are not exploiting.

America needs a New Diplomacy and a new kind of diplomat. One who understands that a meeting with an environmental action group could have more long-term value than a meeting with the minister of environment. One who is experienced with the media and comfortable with the Internet.

But practitioners of a New Diplomacy will also discover allies in the wellspring of non-government and community organizations that are changing our global civil society. And, in a world where people influence what governments can do more than any time in history, international exchanges remain crucial to our national interest.

Exchanges are the best way for Americans to learn about others and for others to learn about us. Volunteers who work with the International Visitor Program see firsthand how exchanges help to build civil and democratic societies and serve other long-term U.S. interests. Your experiences drawn from more than 50 years working with international visitors will be essential to a New Diplomacy. Let me cite just two examples.

A recent visitor from India, in an exchange on the World Trade Organization, met with U.S. chambers of commerce and initiated contacts that led to a \$175 million contract for

PEOPLE MATTER IN INFORMATION AGE DIPLOMACY

two U.S. firms to turn Calcutta's solid wastes into electrical power. Students from the U.S., Israel, and the Palestinian Authority, sponsored by the Jewish-Arab Center for Peace, have set up an Internet web site to share their progress in peer mediation of conflicts following a Seeds of Peace summer in Maine.

Community volunteer organizations were critical to the success of each. These and many other examples suggest there is a close fit between the activities of volunteer organizations and important characteristics of a New Diplomacy. A New Diplomacy will:

- ★ Form partnerships with volunteer organizations sending messages to societies in transition that the American people—not just their government—care deeply about their success.
- ★ Recognize the value of the quintessentially American tradition of volunteerism where citizens organize themselves to solve problems rather than leaving them to government.
- ★ Benefit from organizations that are using e-mail, the Internet, and other digital technologies in their daily work, thereby extending exchange experiences and making them more useful and cost-effective.
- ★ Understand that people-to-people exchanges address issues of vital national interest to the United States, strengthening American diplomacy through attraction rather than coercion. Our interests are enhanced to the extent people speak English and are familiar with or use our legal and financial systems. Societies based on rule of law and market economies can lead to better trading partners and governments less inclined to war and terrorism.

One cautionary note. We need to examine all exchanges for redundancy, set priorities, increase program evaluation, invest in technologies that enhance cost-effectiveness, and where necessary consolidate programs.

People do matter more. A New Diplomacy centered on a strong public-private partnership will build on America's success as a multicultural civil society and the appeal of our values and ideas. In a world of more powerful publics, engaging the right people at the right time can help to resolve conflicts that might lead to war, build markets for profitable trade, and deal with the problems of terrorism, drugs, immigration, and the environment.

The U.S. Advisory Commission on Public Diplomacy has had a long and fruitful association with the volunteer organizations that are essential to the International Visitor program. We value their work. It is essential to the national interest.



by Lewis Manilow,
Chairman of the U.S. Advisory
Commission on Public Diplomacy.
The Commission's report,
*A New Diplomacy for the
Information Age*,
is available on the Internet.
"http://www.usia.gov/abtusia/ac"

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MONGOLIAN MEMBERS OF PARLIAMENT STUDY U.S. POLITICAL AND ECONOMIC SYSTEMS

Following the first democratic elections in Mongolia, four newly elected Members of Parliament traveled to the U.S. to study the political and economic systems and observe firsthand our electoral process.

Their itinerary included Williamsburg, VA where they met House Speaker Newt Gingrich and attended the Virginia Congressional debates; Gettysburg, Harrisburg, and Erie, PA where they met with the Mayor; Hartford, CT where they observed the Clinton/Dole Presidential debate; New York City and Washington, DC.

Two of the visitors travelled to San Marcos, TX, while the others continued programs in Pittsburg. The visitors reconvened in Rapid City, South Dakota at the South Dakota School of Mines and Technology and concluded their program in Cheyenne where they were hosted by Governor Jim Geringer, who previously



Mongolian Members of Parliament with House Speaker Newt Gingrich at the Congressional debates in Williamsburg, VA. L-R: T. Sultan; D. Tsogbadrakh; Newt Gingrich; thematic consultant Barry Casselman; N. Altankhuyag; and escorts Palgi and Toch-Toch Gyamcho.

signed a Sister Agreement with Mongolia and arranged for the visitors to be principal participants in a forum on continuing relations with Mongolia.

The program was directed by USIA's Marta Pereyema and Barbara Middleton-Kidwell and arranged by the Meridian International Center. ■

HARVARD FELLOWS PARTICIPATE IN INTERNATIONAL VISITOR PROJECT

Each year Harvard University offers fellowships for a year-long study program at its Center for International Affairs (CFIA). The 1996 group consisted of 15 members representing 14 countries, including the former President of Benin, Nicephore Soglo. Each participant was selected in recognition of their considerable contributions to the study and conduct of international affairs through diplomacy, commerce, and communications.

The Voluntary Visitors Division arranged a two-week program to introduce the international leaders to the cultural, geographic, and economic diversity of the United States and the myriad political, economic, and social issues that flavor the American world view.

The program focused on many issues that Congress will examine over the next four years and how these issues are perceived and dealt with at the local level. Areas of interest included: U.S. foreign policy; urban re-development; race, religion, and America; the impact of science and technology on U.S. society; international trade and local and regional economic



development; and social activism.

In Washington, the group met Departments of State and Defense officials and Representatives Steny Hoyer (D-Md), top photo, center, and Barney Frank (D-MA), bottom photo, center. The Fellows

visited Blacksburg, VA; Houston, TX; and Portland, OR.

The program was directed by USIA Program Officer Linda Piccirilli and arranged by the Meridian International Center. ■

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What is an Escort Officer?

A diplomat, tour guide, public relations specialist, friend. A human manual of American history, culture, geography. A language interpreter. A quasi-psychologist. A group dynamics expert. A psychic who detects feelings of loneliness, homesickness, dissatisfaction. An **Escort Officer**: I do not use the term "escort interpreter" so as not to exclude the often forgotten English Language Escort.



During my briefings of Escort Officers I explain that the IV Program has very clear goals and interests, well-defined and common to each of its cooperating agencies (program agencies, CIVs, the State Department Office of Language Services), and that each agency has its own expectations as well. By the very nature of the IV Program, it is only during the program session (the first working day following arrival) that the visitors' expectations and interests can be accurately pinpointed and coordinated with USIA's objectives and interests and those of the cooperating agencies. And as we all know, human nature comes in infinite variety. Just as there are visitors with whom it is a genuine pleasure to work, and with whom deep and lasting friendships are developed, there are some who underestimate the job of the Escort Officer. How do you tell an international visitor that you are not there to carry his suitcases? How do you say "no" without offending and/or jeopardizing the success of the program?

One of the main responsibilities of the Escort Officer is to ensure that the visitor follows the program as planned. At the same time the Escort Officer has to cooperate with the CIVs to avoid excessive repetition of the same type of appointments in different cities—any and all changes must be cleared with Washington. How does s/he explain to the CIV in city number three that the visitor simply would rather pass on an evening of home hospitality, or that he has already had several appointments with exactly the same kind of public official? By then the "fatigue factor" has come into play. For each CIV the experience is short and new, and while USIA and

the program agency are made aware of problems, the constant element, through thick and thin, in good and not so good times, until the departing flight do us part, is the Escort Officer!

Not everyone knows that the Escort Officers are real experts in their own fields. Many of them hold university degrees in various fields: law, medicine, social sciences, architecture, engineering, economics, etc.; some are musicians, and others are published playwrights and poets. Many took early retirement from high positions in international organizations; others were career diplomats. There are some who spent years or still work part-time as professors, teachers, researchers, journalists. All of whom, for various reasons, feel the "call" to work as Escort Officers. Of course not all Escort Officers are created equal, but it is

surprising that the majority truly share in the mystique of the IV Program, and are genuinely convinced that this collective undertaking can really make a difference.

Notwithstanding all of this, it isn't easy at all. Appreciating the role of the Escort Officer as that of mentor or nurturer to the visitors, who are invited precisely because of the high-level positions they occupy or have the potential to occupy, we begin to realize just how delicate the Escort Officers' mission is and how successful they actually are at it.

The director of the International Visitor Program has often said that "the escort officer is the glue that brings our program together." And indeed we are. As "interpreters of American culture" the escort officers put the icing on the cake of our public diplomacy efforts. ■

—by Guillermo Baserva, Assigning Officer

Newly Elected Brazilian Mayors Study Public Administration

Lt. Governor Kathleen Kennedy Townsend of Maryland met with four elected mayors from the State of Rio de Janeiro, Brazil during their International Visitor Program on public administration at the municipal and county levels. Their program included meetings with officials in Washington, DC; and College Park, Annapolis, and Baltimore, MD, where they learned about budgeting and administration, and policies on the environment, sanitation, small business development, public

transportation, education and health. The program also included meetings on how municipalities manage their relationships with the state and federal governments. Much to the delight of the mayors, Lt. Governor Townsend presented to them a silver plate with the seal of the State of Maryland.

The IV Program was directed by USIA Program Officer Rhonda Martin and arranged by Delphi International in cooperation with the World Trade Center Institute of Baltimore.



Left to right: Eduardo Mechas, Mayor of Rezende; Carlos Borges Garcia, Mayor of Bom Jesus do Itabapoana; Lt. Governor Kathleen Kennedy Townsend; Pericles Ferreira Olivier de Paula, Mayor of Itaperuma; and Jose Marcos Castilho, Mayor of Angra dos Reis.

UNITED STATES INFORMATION AGENCY
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★ IN BRIEF ★

★ **IV Program leads to \$175 Million Agreement with U.S. Firm**—Nazeeb Arif, Secretary General of the Indian Chamber of Commerce, in his December 16 letter to USIS Calcutta, described a \$175 million solid waste conversion contract with a U.S. firm that resulted from Arif's participation in the IV project "U.S. Trade Policies and the Work Trade Organization." On the strength of contacts Arif made during the program, the Indian Chamber of Commerce organized an October 1996 business delegation to the U.S. which met with, among others, Departments of State and Commerce officials and subsequently resulted in two separate U.S. teams visiting Calcutta to conclude an agreement to turn Calcutta's solid wastes into electrical power for the city.

★ **Two-Year Anniversary of International Visitor Program Newsletter**—The Winter 1997 issue marked the two-year anniversary of the *International Visitor Program Newsletter*. The newsletter has proven an effective tool for sharing information about the International Visitor Program activities. Each issue has included a message from a USIA official, stories from program agencies and CIVs, and picture stories of congressional representatives interacting with IVs. The Fall 1996 issue featured a message from President Clinton in celebration of International Visitor Month. Special Thanks to USIA's Printing Team (I/SP) for their support and services on behalf of the Office of International Visitors. I/SP has done an excellent job printing IVP Newsletters at a low cost and with the Fall 1996 issue has also taken major responsibility of labeling and distributing the newsletter. We commend I/SP for the fine job they do, and with their continued cooperation we look forward to another great year of publication.

★ **Economic Reform in South Africa**—IV Willem Pretorius, South Africa's only lawyer practicing exclusively in economic competition law, has begun drafting legislation on anti-trust and privatization

International Visitors Participate in Inauguration Program

Thirteen public officials, political, business and civic leaders, academics, and journalists from overseas, participated in the presidential inaugural ceremonies as part of the multi-regional Project "U.S. Presidential Inauguration," January 17-20. The project is the final of a series of year-long "Elections '96" programs.

Cold temperatures did not prevent the international leaders from spending the weekend on the Mall at the various theme tents, watching the fireworks, attending a service for Martin Luther King, Jr., viewing the swearing-in ceremony and watching the parade. The visitors completed the celebration by attending an inaugural party. Their professional program includes



IVs from the American Republics Regional Project "Civic Education in the U.S." watch the Inaugural Parade along Pennsylvania Avenue. L-R: to right: Rafael Ayala, El Salvador; Susan Kleiss, Escort Officer; Ida Gomez, Paraguay; Michel Van Aerde, Peru. Front (l-r): Rosalinda Cruz, Honduras and Luisa Navarro, Dominican Republic.

three cities across the U. S. where they will focus on the institutions and processes of the U.S. political system as well as public attitudes and expectations for the next four years. This program was directed by USIA Program Officer Mona Esquetini.

issues and setting up an institute at the University of Stellenbosch to research these issues. Coming from a country whose economy remains substantially controlled by seven large conglomerate entities, Mr. Pretorius' December 1996 program was designed to explore U.S. perspectives on breaking up anti-competitive structures, strengthening enforcement of economic law and promoting the economic empowerment of black South Africans. The project included discussions with leading U.S. and legal experts at Stanford University, New York University, the Institute for International Economics, the American Bar Association, and the Departments of Justice and Commerce.

★ **Former Kyrgyz IV Appointed Ambassador to U.S.**—Although the new Kyrgyz Ambassador to the U.S., Bakyteck Abdrisaev, presented his credentials to President Clinton on Tuesday, February 11, he is no stranger to the U.S. Ambassador Abdrisaev was chosen on the basis of his potential to play an important role in U.S.-Kyrgyz relations to participate in a 1993 IV Program on economic development and

market economies. At that time, Abdrisaev was an economic analyst in the office of the President of Kyrgyzstan.

★ **NCIV Board Member Honored**—The International Visitor Program congratulates NCIV Board Member, Sandra E. Madrid, Assistant Dean, University of Washington School of Law, who was recently awarded the Edward E. Carlson Outstanding Alumni Award. The Award was established in 1988 to recognize an individual who, through his/her own leadership, has significantly contributed to the well-being of the community.

★ **IV Alumni Appointed to High-Level Positions**—SRI LANKA: 1996 multi-regional project "Independent Judiciary" participant Justice Dassanayake Gunasekera, has been named President of the Court of Appeals, the highest ranking judge below the country's supreme court, by President Kumaratunga. ROMANIA: November elections in Romania put a bumper crop of IV alumni into influential positions in the new Romanian government. 1995 IV's Victor Ciorbea—Prime Minister, Remus Constantin Opris—Minister for

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Coordination of the Government's General Secretariat and the Department of Local Administration; Florin Diaconescu—Secretary of State for Pre-University Education, Ministry of Education; and 1994 IV Constantin Dudu Ionescu—Secretary of State, Ministry of Defense. **SLOVENIA:** In December elections the new Slovenian Parliament chose former IVs for three of its four leadership positions. 1996 IV Janez Podobnik of the Slovene People's Party was elected Parliament President; 1992 IV former Foreign Minister Zoran Thaler of the Liberal Democrats and 1991 IV Bourut Pahor of the Associated List Party were elected as two of the three vice-presidents. **UGANDA:** President Museveni has appointed four IV alums to high-level positions. 1994 IV Jorham Tumwesigye—Inspector General of Government; 1993 IV Thecla Kinalwa—Permanent Secretary, Ministry of Gender and Community

Congressman Porter Discusses U.S. Role with IVs

A group of journalists from Azerbaijan, participating in the Freedom Support-funded IV project "Decision Making in U.S. Foreign Policy," recently met with Congressman John Porter (R-IL) to discuss U.S. policy regarding the Nagorno-Karabakh dispute. Of particular interest to the group was the Congressman's perspective on section 907 of the Freedom Support Act, which imposes sanctions against Azerbaijan for its role in the conflict. The Congressman talked about the United States' role in the region, defining it as one of support for humanitarian assistance and for bringing Azerbaijan and Armenia together in direct negotiation. The group was impressed with



Congressman Porter's candid comments and pleased with his assurance that the U.S. wanted a strong, positive relationship with their country.

Participants Tofiq Qasimova, *The Mirror*; Sahbaz Aliyev, *Law Magazine*; and Aziz Rzayev, *Seven Days*, represent a cross-section of independent print media outlets in Azerbaijan. Huseyn

Pashayev is the Head of the Press Service of the New Azerbaijan Party. The group will conclude their program with appointments in Portland, Houston, and New York.

The IV program was directed by USIA Program Officer Kim Havenner and arranged by the Meridian International Center.

Development; 1991 IV Opika-Opaka—Permanent Secretary, Ministry of

Agriculture, Animal Industry and Fisheries; and 1988 IV Justice Benjamin Odoki—Chairman of the Judicial Service Commission.

IN MEMORIAM

Francis P.G. Hearne, 61, Program Officer at the New York Reception Center, passed away January 31st. A native of Staten Island, NY, he graduated from NYU, served as a corporal in the U.S. Army, and then began a distinguished thirty-one year career in the Foreign Service with the U.S. Department of State, serving in Africa, Asia and Europe as well as Despatch Agent in New York. From 1976-79 he was Deputy Director at the

Reception Center, and recently returned there as a contract Program Officer, a position he held at the time of his death. Frank's legacy of dedication—to family, colleagues and International Visitors—and good humor will be greatly missed by all those for whom he was an inspiration. Our deepest condolences go to his wife, the former Judith Murnane; two sons, Timothy and Steven; his daughter, Nancy; and sister, Rita Paolini.

The USIA International Visitor Newsletter is published by the Office of International Visitors. For more information contact:

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May 1, 1997

Peter Coats
 Catholic Archdiocese of Miami
 9401 Biscayne Boulevard
 Miami Shores, FL 33138

Via Fax: 754-6649

Dear Peter:

The enclosed needs revisions, per my conversation the Deputy Director of The International Visitors Program at USIA. I will forward the "approved revised" document later. In the interest of time, I have forwarded the program outline.

If there is any way that the Church participate on the financial side, I would like it to be addressed as well. My formula is to place those entities together first who would more than make up any participatory involvement financially on the first introduction. We get 500 people of this caliber a year.

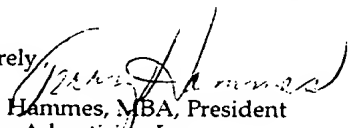
Otherwise, I really would like the tie-in with STU's computers and the "use" vis a vis consulting needs we will require of the Librarian there who has a PhD in Library Sciences... he's great.

My most recent conversation with USIA the other day indicates they are looking for grant moneys which would be prioritized according to the level of community support I am able to generate locally. So, any ideas you have would be welcome, as I am trying to make this a national model.

I will need a brief description of what, and how (how, how many units/families/communities etc.) your group works with; locally, nationally for the write up, assuming you will go forward with a meeting(s). As they are looking for models, perhaps even Operation Pedro Pan data would be of interest to include in a more detailed package.

Thanks, and I look forward to speaking with you later.

Sincerely,


 Terry Hammes, MBA, President
 Hammes Advertising Inc.
 Communications Director, Miami Council of International Visitors

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You are Cordially Invited to an
"American Pot Luck Dinner Party"
To Honor of Our Guest from Moscow, Russia,
Mr. Viktor Mints, Ph.D.,
A 1997 Eisenhower Exchange Fellow.



Programming & Hosting by
the Miami Council of International Visitors.

Party to be held at Board Member

Terry Hammes' Residence:

460 Hardee Road, Coral Gables, Florida 33146.

Wednesday, 6-10 p.m., May 7, 1997.

Mr. Mints, 36, is the Construction Finance Manager for the Russian Government's World Bank-backed Housing Project. He has a Ph.D. in Economics & Construction, a Masters of Science in Construction Engineering and is a Member of the Society of Appraisers, Moscow. He is here to learn about US Mortgage financing & construction lending methods, & US government-backed housing programs while gaining insight in to legal criteria as the basis for selection of lenders and the establishment of terms.

RSVP: 667-1199 by May 7th.

Contact Terry Hammes, Hammes Advertising Inc., (305) 667-1199
Fax: 667-0440 or Hammes Ads@AOL.COM for further information.

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Miami Council for International Visitors
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 Miami, FL 33162
 (305) 379-4610

Program Prepared for: Mr. Viktor Mints, Ph.D. Moscow, Russia
 Program Prepared by: Ms. Terry M. Hammes, MBA, Coral Gables, FL

Please note: Tuesday is booked heavily because Wednesday's appointments are not fully confirmed. In the event of last minute cancellations on Wednesday, our guest will be taken to South Beach to see the sights, go to the beach or shop while Ms. Hammes prepares for the party. Mr. Tom Burke, of the Miami Council of International Visitors will pick up Mr. Minks to bring him to Ms. Hammes house for the party held in his honor. Mr. Burke is the retired Marketing Director of a major international electronics firm. He lived in Germany for many years and has visited Moscow twice.

Tuesday, May 6, 1997

8:15 AM Ms. Terry Hammes will pick you up at your hotel lobby to take you to Doc Dammers, a restaurant located in the recently renovated and historic Omni Colonnade, downtown Coral Gables. You will be meeting Mr. Bob Chambers, Esq. who is President of Mortgage South, a mortgage brokerage firm specializing A, B and C level Credit for residential buyers and builders in Florida, Georgia, North Carolina and South Carolina. Previously Mr. Chambers, a Georgia licensed attorney and owner of apartment buildings, was Senior Vice President of the Bank of Florida, Mortgage Division and was with FANNIE MAE for 14 years, last as the Regional Director for Mortgage-backed Securities, at FANNIE MAE's national

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headquarters in Atlanta, Georgia.

- 9:30-10:00 AM You will meet Mr. Seth Werner, CEO, First Mortgage Network at the Holiday Inn in Coral Gables for breakfast. Mr. Werner took his first real estate company public in his early 30's. He has owned landmark properties such as the Coconut Grove Playhouse and the high tech medical firm Racal Milgo's former corporate campus, 8700 Doral -- a 14 acre mid-rise office building, R&D warehouse and land complex. Recently, he established a mortgage company which utilizes a proprietary software program which he developed which trims mortgage processing time from an average of three weeks to three days. The company has received wide press attention. The work of loan procurement is carried out by sales associates who operate out-of-office using lap top computers.
- 10:30 am You will accompany Ms. Hammes to her office building where you will be present at a meeting with a Construction firm (Alberto Hermida, President Hermida Construction Corp.) and CNA Insurance, a commercial line carrier. You will see the process of how a claim for property damage and property theft is mitigated and adjusted, including aggressive tactics to prevent unwarranted reductions in claims benefits. This meeting is because of a major vandalism at the programmer's office building on May 2. The property is a Florida AIA (American Institute of Architects) 1986 Award winner. Ms. Hammes designed, managed the construction, leasing and property management of the commercial structure which houses Hammes Advertising Inc., and Hammes Realty Management Corp., Lic. Real Estate Brokers. Ms. Hammes has served as an External Bank Director of First Florida Savings, FSB, in a successful turnaround effort to

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profitability, despite lending restrictions placed by the US Office of Thrift Supervision, and was bilingual Advertising Agency of Record for the bank, where she was the only woman, the youngest and only non-Hispanic to serve on either the \$93 million local subsidiary or the \$1.8 billion parent, First Federal, FSB of San Juan, Puerto Rico. The Ad Agency handles real estate, financial, high technology and medical accounts.

12:00 Noon

You will be attending a lunch meeting at Monty's Restaurant in Coconut Grove with Mr. Allan White, SIOR, Realtor, President, Orion Commercial. Orion is an international property acquisition, management and financing firm with offices in Geneva and Miami. Orion owns 160 commercial buildings in the US on their own account, worth in excess of \$200 million. Mr. White is a member of the prestigious Society of Industrial & Office Realtors, a group whose personal performance dollar volume places them in the top 1% nationally in terms of sales. Mr. White represents Banks and Fortune 500 companies for purchase, disposition and leasing. He maintains extensive transaction records on every notable property in the South Florida Region.

2:30 PM

You will be traveling to the Catholic Archdiocese of Miami in Miami Shores, where you will be meeting with Father Tom Wenski and Peter Coats. The Catholic Archdiocese is a key provider of housing for immigrants, the elderly and the underprivileged. They work closely with the municipal, state and Federal government to coordinate housing activities and funding for the tens of thousands of needy people through its relationships with government programming agencies, the individual parishes and its clients. This is a national program, carried out by the Catholic Church through regional efforts such as

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these. They also own St. Thomas University and have developed and built the campus, Law School and Library (largely under STU President at the time, Father Patrick O'Neill, Ph.D.) through private fundraising efforts.

5:15 PM

You will be meeting with Mr. John M. (Jack) Thomson, Esq., at his Coral Gables offices. Mr. Thomson is a Real Estate Attorney with 35 years of experience in the field of Real Property acquisition (residential and commercial) for home buyers, banks and developers. He has taken two real estate companies public which were engaged in international development and served as their legal counsel for International financing and acquisition efforts. As the Immediate Past Chairman for Veteran Affairs for the State of Florida, he can also speak knowledgeably about the GI bill, established after World War II, which is the most successful program in US history to facilitate new home purchases (VA) for Veterans of the US Military services. Mr. Thomson's wife, Dorothy Thomson, is the former Mayor of Coral Gables (and the only woman ever elected) and a current sitting Commissioner. Coral Gables property values are the highest in Dade County; and have one of the least mileage rates on property assessments due primarily to its stringent zoning regulations and code enforcement.

7:30 PM

You will be going to Matheson Hammock, a Metro-Dade County owned waterfront park and marina. You will be meeting at the Red Fish Grill Restaurant for drinks and dinner with Mr. Gary Rovin, Esq., an International Trade Attorney and former President of The Miami Council for International Visitors (1990-1993). Mr. Rovin represents large international investors on real property and business acquisitions here and abroad. The Red Fish Grill is a joint venture

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between a highly successful, privately owned, downtown Coral Gables Restaurant, "Christy's," the City of Coral Gables and Metro-Dade County.

Wednesday
May 7

Time not confirmed. You will meet Mr. Jeffrey Berkowitz, CEO, Berkowitz Development at his Coconut Grove offices. Mr. Berkowitz is a well-known and highly successful developer of mixed use mega projects. His most recent project, Dadeland North, is a vertical high rise of super stores which is tied directly into the Dade County owned mass transit system, Metro-Rail. Two other adjacent projects, Kendall Gate (built) and the Kendall Village Center, (in the soil boring stages with infrastructure going in) is a mixed use residential and commercial project with hotels, stores, apartments, a theme park, theaters, kiosks, an open air market and more. Along with his partner, Alan Potamkin, CEO, Potamkin Enterprises, they donated land, \$1 million dollars and facilitated the site location selection for the Miami Youth Museum, a children's museum. Both men are well known for their community and charitable contributions, locally and nationally. Mr. Potamkin has many business interests. He is the largest automotive dealer in the US, co-owner of radio stations, is the co-owner of the Hotel St. Michel and recently entered the retail office supplies market with Home Depot in Poland.

Details not confirmed. You will be meeting in the offices of Lorenzo Luaces, Owner of Don Talent, a marble and tile importer. Mr. Luaces is a former two time President of the Latin Builders Association, a powerful local trade association comprised of builders, developers, contractors and suppliers. The most effective PAC (Political Action Committee) in South Florida, the group contributes heavily to local

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elections with a high (election of their candidates) success rate. Mr. Luaces was the Chairman of the Board of Directors of First Florida Savings, FSB and was in charge of the Credit Committee, which approved all mortgage and consumer loans for residential and commercial properties.

6:00-to
10:00 PM

"An American Pot Luck Dinner Party" presented by the Miami Council of International Visitors at your programmer's house in Coral Gables. About 30 people are confirmed, all either in the Miami Council or have a direct interest in the subject matter or country. The concept and term, "Pot Luck" dinner refers to an American custom of the guests each bringing a dish (Pot: food or drink) to the hostess' home. "Luck" is for never knowing what you will get. This "Pot Luck" dinner will be bicultural: American and Cuban, with a touch of the Islands and South America, representative of Miami's demographics. The house is a custom built, classic Florida Ranch 1950's house, situated across the street from one of the better Coral Gables historic residential districts, the French Country Village. There are 5 different "theme" Historic Villages' in Coral Gables. All have designated historic district status which enables tax credits to be earned for restoration under the US Department of Interior's national program. The same program restricts "unsympathetic" renovations or outright destruction. Such districts across the country typically have higher demand and values as a result. 460 Hardee Road, Coral Gables, FL.

Ms. Hammes will be accompanying Mr. Mints on all of his appointments, since she personally has previously been associated in a professional capacity with all of the above. Therefore, the telephone numbers and addresses have been omitted. For further contact with the above, please contact Ms. Hammes directly at 305-667-1199.

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----- Changes to Program:

Wednesday

May 7

There were two cancellations: Mr. Lorenzo Luaces of Don Tallent Tile and the Latin Builders Association did not confirm his appointment. Mr. Jeffrey Berkowitz, Berkowitz Development Corp. and Alan Potamkin, Potamkin Enterprises canceled.

Program Substitutions:

Tuesday,

May 7

4:00 pm -

6:60 pm

Mr. Orlando Gelpi, Senior Vice President, Ocean Bank, Coral Gables Offices. Mr. Gelpi is a senior bank officer with Ocean Bank, a Florida commercial bank which specializes in short-term lending for commercial and residential real estate lending for Developers and Construction. Ocean's client bases also consists of international trade accounts. Ocean Bank provides international credit facilities to Ex-Im Bank approved international businesses engaged in the export of US products abroad.

At Party

Mr. Carlos Palacios, Vice President, and Zaida Housley, Account Representative, ActiveNet Corp., an Internet Provider Service in the Research and Development stages for a retail, international data base comprised of user friendly kiosks, which represent the next generation of ATM's with a focus on business and financial information. They have a Strategic Business Alliance with Dun & Bradstreet and CitiCorp. to dispense business and business credit information in conjunction with D&B's outlets world-wide. Financial instruments (checks, travelers checks etc.) with CitiCorp. through ActiveNet's proprietary software and hardware. Hammes Advertising has brought ActiveNet to its IV Internet business development and internet program model for a supporting role for the International Visitors program,

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to become a component to Hammes' International
Visitors Exchange Data Assoc.' project in
development with the cooperation of the United States
Information Agency's International Visitors Program

Mr. Tom Wentzel, Vice President, New Miami
Computer Wholesale, discussions regarding the
possible export to Russia of computer products, in
particular a close out inventory of Sharp Laser Printers
(which are available a below market prices).

Referral: Washington, D.C.

James C. Pollock, Deputy Director,
International Visitors, United States
Information Agency @ 202-619-5217.

Eisenhower Exchange Fellow Tours US to Implement System of Housing Financing for Russia

Coral Gables. May 11, 1997 -- A 1997 Eisenhower Exchange Fellow, Dr. Viktor Mints from Moscow, Russia has just completed a week in the Miami area as part of a national tour to study US mortgage and construction lending practices in order to establish a system of construction and permanent financing in Post-Communist Russia. Mr. Mints, 36, is in charge of one of three World Bank-backed credit lines totaling \$400 million dollars established for housing in several Russian cities.

Russia faces unusual challenges in that there is only a few years of history of private property ownership, no system nor availability of mortgages, no chain of title system in place because the country is not yet platted, and very few attorneys. Additionally, there is no "credit" as we know it. Russian banks employ "security personnel" who conduct independent inquiries without the benefit of computer databases or Credit Reporting Services (such as CBI or TRW) of any kind.

Currently, real property ownership is designated by Decree. A Russian is able to sign a paper which "gives" him or her the right to own the current unit in which they are residing. However, there is no system for eviction for non-payment, no title insurance and only recently has the Russian government organized a new structure similar to FANNIE MAE's for secondary market financing of mortgage-backed securities. Mr. Mints' project and issue is to study US systems of financing for developers and home buyers. Or, in other words, to create a system of financing in order to build and purchase based on lending for Russia.

Mr. Mints has been brought to this country as an Eisenhower Exchange Fellow, one of approximately 28 each representing his/her country from around the world. He has, or will be traveling to New York, Chicago, Minneapolis, San Francisco, Denver, Philadelphia, Boston, Washington, DC, and Miami to study US models and meet with private business and public officials in a 10 week program. Locally, he was programmed by the Miami Council of International Visitors to meet with prominent professionals (see attached) representing various facets of the primary, secondary mortgage lending, housing construction, banking, legal and international property investment and acquisition fields.

At a reception attended by approximately 40 people at the Coral Gables home of his programmer, Ms. Terry Hammes, Coral Gables Commissioner Dorothy Thomson presented Mr. Mints with a key to the City of Coral Gables. Upon receiving the key, a very surprised Mr. Mints said, "I don't accept this for just myself, but for all the people of Russia, as an expression of the warmth shown to me here... this is truly a key to hearts of the people of Coral Gables."

Mr. Mints departed yesterday for Washington, DC where he will be for a week meeting with FANNIE MAE and other US housing officials. As an chief architect of an important facet in the newly emerging democracy of Russia, he offers a fascinating perspective of a country in transition. Mr. Mints holds a Ph.D in Construction and Economics, a Masters in Civil Engineering and is a graduate of the Society of Appraisers, Moscow. Fluent in English, he can available for a telephone interview while traveling in the US northeast, and is contemplating a return trip to our community prior to his return to Russia following visits to Washington, Boston and Philadelphia.

For further information: Please contact, Terry Hammes, Hammes Advertising, Inc. (305) 667-1199, or the Eisenhower Exchange Fellowship in Philadelphia.

CORAL GABLES

"All about the Gables"

MAY 14-20, 1997

BUSINESS

Coral Gables Gazette • May 1

Russian Exchange Fellow visits Gables

By Lia Posada

Viktor Mints, an Eisenhower Exchange Fellow from Russia, was in Coral Gables this week, learning the practical aspects of privatizing home ownership and looking for models to take back home.

The fellowship, established in 1953, brings high-caliber professionals assuming leadership roles in their own countries to the U.S. with the self-proclaimed objective of advancing democracy and productivity around the world.

Mints is a construction finance manager for Vepstro, a Russian Government General Consultant in the World Bank Housing Project. While in Coral Gables, he met with real estate brokers, real estate attorneys, mortgage brokers and construction firms exploring the specifics of construction loans and mortgage financing.

"During the Soviet period there was no private housing — no real estate developers, no mortgages, no commercial banks — a lot of things that are absolutely normal here," Mints said. "Since the moment our economy changed and a market was established, the necessity came to have all these things. There are a lot of things you can read in books. But plus to the books and plus to the theory, there is practice, and in the U.S., this system has been developed for a long time."

Coral Gables was one of eight cities on Mints' U.S. tour, and one of his best visits, he said.

"I wanted to have a broad view of the United States, and such happens that Miami in general has rather close relations with Russia in construction," he said.

During his visit, Mints' program was prepared by Terry Hammes, President of Hammes Advertising, Inc. and Hammes Realty Management Corp. The program is a prototype model being developed in Miami by the Miami Council of International Visitors and Hammes Advertising Inc. in cooperation with the United States Information Agency.

Among the professionals Mints met with were John M. Thomson, a Gables real estate attorney; Jeffrey Berkowitz, CEO of Berkowitz Development; and Bob Chambers, President of Mortgage South.

"It was very interesting, and I hope it was useful," Mints said. "There's a lot that I'm going to tell the people I work with and that I hope to promote."

Also during his visit, Mints was presented with a key to the city by Coral Gables City Commissioner Dorothy Thomson at a "pot luck" dinner hosted by Hammes.

"Russia being an emerging democracy trying to mimic the success of the United States in private [enterprise], wherever we can be helpful to them is to the advantage of all people who live there," Thomson said. And "who knows how these things work out — they all come back to benefit our city in some manner."

GAZETTE
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DEMOCRATIC PARTY OF DADE
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CORAL GABLES FL 33146



Since 1953, Eisenhower Exchange Fellowships (EEF) has been bringing people from around the world to experience firsthand the democratic laboratory that is the United States of America. More recently, reciprocal programs send U.S. citizens to countries abroad.

EEF's programs are for people. In Dwight Eisenhower's faith, informed people create international trust, cooperation, and peace-mindedness. The people who participate in our programs are high-caliber professionals in many fields who are assuming leadership roles in their own countries.

By establishing, nurturing, and maintaining the exchange of individual communication among these leaders, EEF, with over 1000 Fellows representing more than 100 countries, continues to advance democracy and productivity around the globe.

The Fellowships

The Fellowships bring high-level professionals to the United States and send their U.S.A. counterparts abroad. The Multi Nation and Single Nation/Single Area Programs provide several months of coast-to-coast travel, custom-designed for each participant, with introductions, observations, consultations and conferences related to his or her professional interests. To ensure that they can make the inquiries most fruitful for themselves and their countries, Fellows play an active role in designing their own agendas. To complement this professional focus, EEF encourages social and cultural exchange so that Fellows are exposed to the diversity and vibrancy of life in the United States. Spouses are invited to accompany Fellows and separate professional appointments are arranged for them.

The Multi Nation Program--one Fellow from each of many countries--provides ten to twelve weeks of travel and inquiry during March, April and May of each year. The number of Fellows selected for this program each year has recently ranged between twenty and twenty-eight.

The Single Nation/Single Area Program draws participants from one society--a different one each exchange year--which is in a critical phase of transition or transformation. It provides participants with eight weeks of activities throughout the United States in the Fall of each year. Although the number of Fellows has ranged considerably, the maximum number is considered to be fifteen.

The USA EEF Program sends up to six American Fellows to countries where their professions can be enriched by the persons, organizations and institutions encountered there. This program, planned in close communication with overseas Eisenhower Fellows, who initiate and finance most of the effort, takes place during the Fall of each year.

1

The USA Emerging Democracies Program offers six to eight individuals, whose work has particular relevance to Central and Eastern Europe, three months of observation, appointments and seminars with professional colleagues and other experts in that region. Budapest currently serves as a base of operations.

The Fellows

In all cases Fellows are mid-career professionals, men and women who have demonstrated achievement in fields that are critical to their nation's development and who show extraordinary potential as continuing contributors to their country's progress. Countries at all levels of economic development and from all regions of the world participate with EEF. Candidates from a variety of professional fields are nominated by committees composed of distinguished nationals including Fellows from previous

countries, service by invited Fellows on the EEF International Advisory Council, attendance at EEF international meetings, organization and sponsorship of yearly regional conferences and generous financial support. Fellows are committed to personal hospitality to, and professional cooperation with, individuals and enterprises who shared expertise and knowledge with them during their formal Fellowship.

Impact

Fellows regularly achieve higher positions after their Fellowship experience. EEF alumni now include two heads of state and seventy-eight cabinet appointees. Many have become CEOs of corporate enterprises in all sectors of the world economy. Fellows have become provincial governors, supreme court justices, ambassadors, national legislators, directors of health, cultural and philanthropic organizations, and university presidents. Around the world, influential women and men, aided by the experience of an



years. Participants in the USA programs are American citizens who have advanced academic degrees or significant experience in private, governmental or independent sectors.

Fellows maintain strong ties with EEF headquarters and each other long after the formal period of exchange has ended. Examples of this continuing commitment to the Fellowship include local chapters in many

Eisenhower Exchange Fellowship, are in positions where they affect development in democratic and productive directions.

Corporate Sponsorship

The founding Trustees of EEF were five business and civic leaders who sought to honor Dwight D. Eisenhower and create a legacy for his vision of international understanding and

peace. EEF continues to rely on corporate support and sponsors now contribute \$30,000 each toward the \$40,000 cost of a Fellowship. Corporations may choose to sponsor individuals from the list of Fellows selected by EEF. The support is also programmatic: sponsors routinely extend invitations to visit their facilities so that Fellows may learn about the company's operations and management, and, in turn, sponsors are often assisted in establishing contacts within the Fellow's country and/or field of interest.

Additional Funding

EEF depends chiefly on contributions from corporations, foundations and individuals. Between 1985 and 1993 EEF received a total of \$8 million in special federal grants. During this period EEF built its private endowment to \$9 million. It also now benefits from the interest on a \$5 million federal trust fund, but these resources must be augmented. Currently an



additional \$2.5 million in federal monies and \$5 million in private funds is being sought to allow EEF to operate at optimal size and to expand its global network while maintaining program excellence.



**EISENHOWER
EXCHANGE
FELLOWSHIPS**

256 South 16th Street
Philadelphia, PA 19102
Telephone 215-546-1738
Fax 215-546-4567

FROM 2022050792 USIA

(MON) 7:28:97 14:00/ST. 13:59/NO. 4260323834 P 2

**United States
Information
Agency**

WASHINGTON DC 20547-0001

July 23, 1997



Dr. Eduardo Padron
President
Miami-Dade Community College
300 N.E. Second Avenue
Miami, Florida 33132

Dear Dr. Padron:

There have been several transitions since our meeting in early February. Leslie Wiley has been confirmed officially as the new Director of the Office of International Visitor Programs, succeeding Lula Rodriguez, who as you know, moved to the Department of State. We are pleased that the MDCC District Board of Trustees approved the establishment of a broadly based organization to coordinate and conduct international affairs programming in Miami, including services for participants in USIA's International Visitor Program. The multitude of resources available in Miami, and its position as an international gateway city, make it an important venue for our International Visitors. An active range of mutual interests exists between the foreign leaders who are selected to participate in our program and individuals and institutions in Miami.

A solicitation letter for fiscal year 1997 USIA funds is on its way to you. These funds are designed to facilitate the shaping of organizational capacity and the initial structuring of your program functions.

As you are well aware from the demands of redesigning Miami-Dade, however, community-based organizations which used to rely on government funding to sustain their operations, must now attract private sector interest as their major source of financial support. This places an emphasis on program objectives which sustain broad counterpart interest and mutual benefit. I made this argument strongly with the Miami Council for International Visitors (MCIV) during my February visit, and I know it is an important consideration for your new organization.

As early as mid-February, MCIV member Terry Hammes of Hammes Advertising took up the challenge by proposing a business strategy which integrates communications technology and community resources in a way that would tie international interests with Miami-based counterparts to generate organizational support funds. Ms. Hammes' business plan comprised the financial component of the "Master Plan" for a broad-based organization drawn up for your review in March. She deserves full credit for the conceptual work behind the business plan and has proprietary concerns about the proposal should you choose to develop it. You will remember Ms. Hammes from her efforts in establishing the Cuban-American Chamber of Commerce and in working with the MDCC Students in Free Enterprise (SIFE) group which produced "In Anticipation of a Free Cuba: How to do Business with Cuba," which she authored.

In addition, Ms. Hammes has been developing a brochure on international organizations in Miami at the behest of MCIV. Her work on that document may represent cost savings as you seek to inform the Miami community of the goals and objectives of your organization.


FROM 2022050792 USIA

(MON) 7:23:97 14:02:ST. 13:59: NO. 4260323334 P 3

- 2 -

We look forward to cooperating with your organization as it develops, and stand ready to contribute our experience with USIA's International Visitor Program. We also can call on the services of the National Council of International Visitors which coordinates the activities of similar community-based organizations nationwide. We wish you every success in this undertaking.

Sincerely,

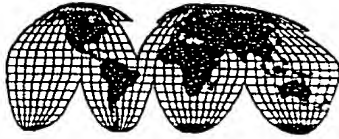


James C. Pollock
Deputy Director
Office of International Visitor Programs

cc: Ms. Hammes, Hammes Advertising
NCIV:SMueller

MIAMI COUNCIL FOR INTERNATIONAL VISITORS

VOLUME 1- JULY 97



NEWSLETTER

President's Corner

By Alex Miller

To the members and friends of the Miami Council for International Visitors:

It is my pleasure to address you, through this, our first newsletter, and express my gratitude to all our members who have loyally contributed to our mission over the years. This organization has been the vibrant expression of a goal which unites us.

We serve our country and our community by presenting to the world the meaning of freedom, of democracy. We do so by hosting the international visitors who are programmed to visit our city.

The Board of Directors, the staff and I pledge to do our best to ensure the continuity of our endeavor and we solicit the continued support that you have always offered so selflessly to the Miami Council for International Visitors.

Board of Directors

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 Alex Miller
President Elect
 Tyrone Backers
Vice-President
 Richard Sarka
Treasurer
 Charlie Nichols
Directors
 Dr. Maria Castaigne
 Connie Davis
 Madeleine Carrillo
 Terry Hammes
 Joanna Revelo
 J.C. Cantave

A VOLUNTEER JOB THAT "PAYS"

By Rosa O'Neill

MIAMI, FL. -Some would call it "psychic income." Some would call it opportunity. The fact is that volunteer programmers for the Miami Council for International Visitors (MCIV) have a satisfaction of fulfilling a mission: working towards world understanding and peace. At the same time, the volunteers create a personal network that will enhance their professional lives.

What is a volunteer programmer?

Sometimes volunteer programmers are called volunteer diplomats. Programmers make professional appointments for foreign dignitaries who come to the United States at the invitation of different agencies. Locally, the international visitors are matched with their counterparts at the governmental, educational, cultural, and business levels. The networking opportunities that this volunteer job generates are endless.

Who should consider volunteering for programming?

First and foremost it should be a person interested in developing the Miami Community in the International arena. However, there are some additional requirements to consider. The person has to have excellent communication skills, both oral and written. Computer literacy, access to a fax and telephone is also a must. Persons interested in committing to this project please call Rosa O'Neill at 379-4610 for more information. Leave the message on the answering service if there is no one at the office.

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**COMMUNITY
MEETING ON U.S.
"DIPLOMACY AND
THE 21ST. CENTURY"**

By Marjorie Olarte

On Friday, May 2, 1997 a breakfast forum was held at the University of Miami to increase public understanding of the foreign policy process and provide an opportunity for participants to exchange views. Mr Alex Miller, President of the MCIV introduced the speaker, Ms. Lula Rodriguez, Deputy Assistant Secretary of State for Public Affairs, narrating her many accomplishments. The project was organized by Ms. Joan Colbert from the U.S. Department of State and Mrs. Rosa O'Neill from MCIV. Distinguished participants contributed to this project. To be noted, Ms. Shaloma Shawmut-Lessner, Legislative Chair National Women Political Caucus; Mr. Paul Hunt, Partners of America; Richard Sarka and Madeleine Carrillo both members of the MCIV. Community leaders were present to contribute to the success of the event.

Miami Council for International Visitors
At: Miami-Dade Community College
Wolfson Campus
300 N.E. 2nd Avenue, Room 1602
Miami, FL 33132

"Hosting Hotline"

Due to lack of space, we are unable to list all of the outstanding hosting events performed by our members. Most recent hosting opportunities were taken by:

Mr. Tom Burks

Hosted Ms. Helle Lindegaard from Denmark, on 4/17/97

Ms. Carolin Phillips

Hosted also Ms. Lindegaard on Friday, April 18.

Mr. & Mrs. James Reilly

Along with Mr. Tom Burks, hosted Mr. & Mrs. Samsudin Osman from Malaysia, on 4/18/97

Mr. Gino Aldaguer

Hosted Mr. Lario Manao and Gerardo Porta from Phillipines, on 4/24/97

Ms. Terry M. Hammes

Hosted Mr. Victor Mints from Russia, with a "An American Pot Luck Dinner Party" on 5/6/97

Mr. Tom Burks

Hosted Ms. Monica Macovei from Rumania, on 5/11/97

Ms. Allegonda (Gondy) Van der Broek

Hosted Mr. Niek Ruyters from Holland, on 5/17/97

Ms. Madeleine Carrillo

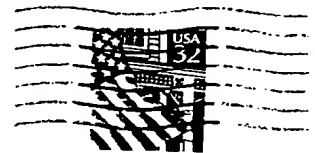
Hosted Mr. Attila Horvarth from Hungary, on 5/27/97

**"INTERNATIONAL NIGHT"
at the House of India
Rated Best Indian Food in Miami**

**10 Delicious item buffet plus unlimited
soft drinks. Cash Bar Available
\$17.00 per person tax & tip included**

**ON: Wednesday, July 23 at 6:30 p.m.
AT: House of India
22 Merrick Way
Coral Gables**

**Please call MCIV at (305) 379-4610
for reservations**



Ms. Terry Hammes
896 Dixie Highway
Coral Gables, FL 33146



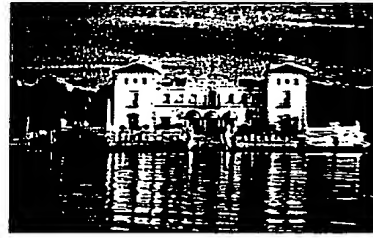
GREATER MIAMI AND THE BEACHES



1. Biscayne Bay at Night



2. World-Class Beaches



3. Vizcaya Museum & Gardens



4. Port of Miami



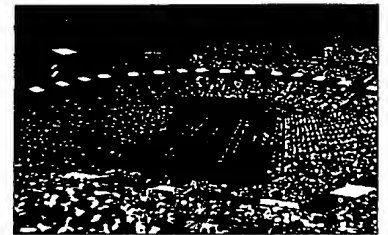
5. Outdoor Festivals



6. Miami Beach



7. Arts and Culture



**8. Tennis Center at Crandon Park
on Key Biscayne**



9. Miami's "New World" Cuisine



**10. White Tiger
Miami Metrozoo**



11. Coconut Grove



**12. Parrot Jungle
& Gardens**



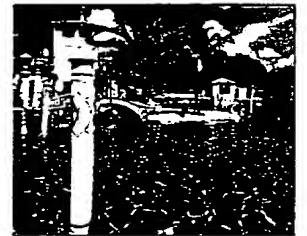
13. Year-round Sports



14. Art Deco District



15. Everglades



16. Coral Gables



17. Bal Harbour Shops



18. Miami Seaquarium



19. Nightlife



20. Marlins Baseball

SEE REVERSE SIDE FOR CAPTIONS AND HOW TO OBTAIN ANY OF THE ABOVE IMAGES.

IMAGES OF GREATER MIAMI AND THE BEACHES

1. Downtown Miami's dramatic skyscrapers reflect the cosmopolitan community often called the city of the future. At dusk, the lights curving around Biscayne Bay proclaim that the beat goes on at Bayside Marketplace—downtown Miami's retail and dining centerpiece featuring food, fun, fashion, boat rides and ongoing entertainment.
2. Greater Miami boasts some of the world's finest beaches. Thousands of sun worshippers indulge year-round in the gorgeous white sands and inviting blue surf, from Key Biscayne to Miami Beach, Surfside, Bal Harbour and Sunny Isles Beach.
3. Vizcaya Museum & Gardens, an Italian Renaissance-style palace lavishly furnished with 15th- to 19th-century European antiques and works of art, was built in 1916 as the winter "cottage" of industrialist James Deering.
4. The Port of Miami is the world's busiest cruise port. Approximately 20 luxury liners operate from its terminals carrying more than 3 million passengers annually.
5. Carnival Miami is the nation's largest Hispanic celebration, evoking the jubilant tradition of Rio during nine days of merrymaking. The festival begins with the pageantry of Carnival Night at the Orange Bowl and culminates with the Calle Ocho Festival—a 23-block street party featuring dance, food, costumed revelers and top Latin entertainers.
6. World-famous hotels line the sweeping, 300-foot-wide beach that stretches more than 10 miles along the Atlantic Ocean. Miami Beach's two-mile boardwalk offers sightseers an uninterrupted ocean view.
7. Metro-Dade County's "Dropped Bowl with Scattered Slices and Peels" is one of the many outdoor artworks comprising Art in Public Places—just one element of the growing cultural arts scene in Greater Miami and the Beaches.
8. The Tennis Center at Crandon Park is home to the Lipton International Players Championship, the fifth largest tennis tournament in the world, which brings the sport's top names to Key Biscayne.
9. Greater Miami and the Beaches has evolved into a distinctive dining mecca. Inspired by Caribbean and Latin American influences, as well as traditional ethnic fare, fresh seafood and tropical fruits, Greater Miami's "New World" and "New Miami Cuban" cuisines reflect the area's multicultural influences.
10. Miami Metrozoo provides a walk on the wild side. The 290-acre habitat provides the excitement of the world's jungles with more than 900 animals of 240 species. Wildlife shows, special exhibits and an elevated, air-conditioned monorail are all a part of the Miami Metrozoo experience.
11. One of the oldest neighborhoods in Greater Miami, Coconut Grove's charming and carefree atmosphere attracts visitors of all ages. People-watching rates as a high priority in this popular dining, entertainment and shopping district. Two popular gathering spots include CocoWalk and the Streets of Mayfair.
12. A unique bird sanctuary and botanical garden, Parrot Jungle & Gardens features more than 1,100 birds and 1,200 varieties of tropical plants. Along with spectacular birds and tropical wildlife shows, there are several wildlife exhibits.
13. Greater Miami and the Beaches' tropical climate is an ideal backdrop for year-round participant sports, from golf and tennis to windsurfing and fishing.

These images can be used for news articles and non-commercial promotion of the destination.

14. An architectural treasure of Art Deco styles graces the properties along Ocean Drive on Miami Beach, creating a spectacular setting for this popular dining and entertainment district.
15. Airboats skim across the shallow waters outside Everglades National Park, South Florida's unique ecological wonderland of sawgrass plains, hammocks, mangroves, and rare wildlife. Rides are available at various locations, including the Miccosukee Indian Village, Billie Swamp Safari Everglades Adventures and Everglades Alligator Farm.
16. Originally a rock quarry, the historic Venetian Pool in Coral Gables was transformed in 1924 into a beautiful swimming lagoon adorned with caves, cascading waterfalls and arched bridges.
17. The world-renowned Bal Harbour Shops boast one of Greater Miami and the Beaches' most outstanding collections of "haute couture" specialty boutiques in a tropical garden setting. Shopping throughout Greater Miami and the Beaches is a favorite pastime.
18. The Miami Seaquarium provides a fascinating look into the underwater world. Lolita the Killer Whale, acrobatic dolphins and lovable manatees are just a few of the hundreds of sea creatures here.
19. As the sun sets on Greater Miami and the Beaches, the city pulse quickens. The cool tropics heat up for an evening of blues, jazz, rock'n roll or just a night out on the town with friends. Whether looking for trendy night spots or something quiet and simple, Greater Miami can accommodate with finesse.
20. From Big League action in football, hockey, baseball and basketball to world-class tennis, golf, motorsports and pari-mutuels, Greater Miami and the Beaches scores big as a sports destination.

PRODUCTS AND SERVICES

The Bureau's Media Relations Division maintains an in-house photo library for use by the media, tour operators and meeting planners for non-commercial promotion of the destination.

The images on the reverse side of this sheet provide a representative sampling of the 35mm color slides available on a loan basis. Many other transparencies are in stock.

Additionally, the Media Relations Division has PAL and NTSC raw video footage in Betacam SP and 3/4" formats available on a loan basis to broadcast media outlets. The footage highlights aerials, neighborhoods, attractions, cultural activities, spectator sports, events, shopping and dining in Greater Miami and the Beaches.

Our media kit contains complete background information on Greater Miami and the Beaches. This material may be edited and published as needed.

Media Relations also offers a list of public relations contacts at area attractions, hotels and restaurants who can provide more detailed information about their properties.

The division can furnish planners interested in local media coverage of their meetings or trade shows with a list of Greater Miami media contacts.

Call (305) 539-3084 or (800) 955-3646 (U.S./Canada-Media only), fax (305) 539-3113, or write to us at the Greater Miami Convention & Visitors Bureau, Media Relations Division, 701 Brickell Avenue, Suite 2700, Miami, Florida 33131.



Idea Net 98-International
 Data Exchange Network
 Patent Pending 60/115,343
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**United States
 Information
 Agency**

WASHINGTON DC 20547-0001

July 23, 1997

Dr. Eduardo Padron
 President
 Miami-Dade Community College
 300 N.E. Second Avenue
 Miami, Florida 33132



Dear Dr. Padron:

There have been several transitions since our meeting in early February. Leslie Wiley has been confirmed officially as the new Director of the Office of International Visitor Programs, succeeding Lula Rodriguez, who as you know, moved to the Department of State. We are pleased that the MDCC District Board of Trustees approved the establishment of a broadly based organization to coordinate and conduct international affairs programming in Miami, including services for participants in USIA's International Visitor Program. The multitude of resources available in Miami, and its position as an international gateway city, make it an important venue for our International Visitors. An active range of mutual interests exists between the foreign leaders who are selected to participate in our program and individuals and institutions in Miami.

A solicitation letter for fiscal year 1997 USIA funds is on its way to you. These funds are designed to facilitate the shaping of organizational capacity and the initial structuring of your program functions.

As you are well aware from the demands of redesigning Miami-Dade, however, community-based organizations which used to rely on government funding to sustain their operations, must now attract private sector interest as their major source of financial support. This places an emphasis on program objectives which sustain broad counterpart interest and mutual benefit. I made this argument strongly with the Miami Council for International Visitors (MCIV) during my February visit, and I know it is an important consideration for your new organization.

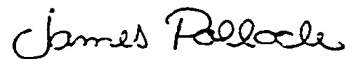
As early as mid-February, MCIV member Terry Hammes of Hammes Advertising took up the challenge by proposing a business strategy which integrates communications technology and community resources in a way that would tie international interests with Miami-based counterparts to generate organizational support funds. Ms. Hammes' business plan comprised the financial component of the "Master Plan" for a broad-based organization drawn up for your review in March. She deserves full credit for the conceptual work behind the business plan and has proprietary concerns about the proposal should you choose to develop it. You will remember Ms. Hammes from her efforts in establishing the Cuban-American Chamber of Commerce and in working with the MDCC Students in Free Enterprise (SIFE) group which produced "In Anticipation of a Free Cuba: How to do Business with Cuba," which she authored.

In addition, Ms. Hammes has been developing a brochure on international organizations in Miami at the behest of MCIV. Her work on that document may represent cost savings as you seek to inform the Miami community of the goals and objectives of your organization.

- 2 -

We look forward to cooperating with your organization as it develops, and stand ready to contribute our experience with USIA's International Visitor Program. We also can call on the services of the National Council of International Visitors which coordinates the activities of similar community-based organizations nationwide. We wish you every success in this undertaking.

Sincerely,



James C. Pollock
Deputy Director
Office of International Visitor Programs

cc: Ms. Hammes, Hammes Advertising
NCIV:SMueller

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Data Exchange Network
Patent Pending 60/115,343
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Dear Yoshiko, Jodi and Mary Pat, and Marjorie: Introducing the name and itinerary of Ms. Terry Hammes to you for a possible meeting. Terry was at the NCIV national conference in Washington in 1997 and at the time was

working on marketing ideas with the Miami (FLA) CIV. She was quite stimulated by discussions of how CIVs could market their services to a broader audience, generate engaged membership (particularly corporate), and tie audiences together through internet technology. As her e-mail address indicates, she maintains these interests and has worked on them in the conceptual and design phases. Terry will be in San Francisco on Sunday and Monday, August 23/24, Seattle, Friday, August 28, and passing through Chicago on Saturday, August 29 on her return to Miami. (Marjorie, she may also go down to San Jose August 25 or 26 to meet with a friend of

mine who is doing some internet/communications business.) Terry would welcome the opportunity to explain to you her ideas for putting the internet to work for CIV and other programming. I figured several of you might be interested, particularly, perhaps WAC board member, Megan Bowman, at Microsoft, so I divulged phone numbers from the NCIV Membership Directory and told Terry I'd give you all a heads up. Hope your summers are going well and are visitor filled. In DC the weather has finally turned muggy and the IV machine is churning full tilt with full bookings through August and a waiting list for September. Best regards,

James C. Pollock
Deputy Director
Office of International Visitors
U.S. Information Agency
301 - 4th Street, SW
Washington, D.C. 20547
Tel: (202) 619-5217
FAX: (202) 205-0792
e-mail: jpollock@usia.gov

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
741

----- Headers -----

Return-Path: <jpollock@usia.gov>
Received: from relay07.mx.aol.com (relay07.mail.aol.com [172.31.109.7])
by air09.mail.aol.com (v47.2) with SMTP; Tue, 11 Aug 1998 20:20:54 -
0400
Received: from xgate.usia.gov (XGATE.USIA.GOV [198.67.64.2])
by relay07.mx.aol.com (8.8.8/8.8.5/AOL-4.0.0)
with SMTP id UAA13602 for <ideanet98@aol.com>;
Tue, 11 Aug 1998 20:17:23 -0400 (EDT)
Received: from Connect2 Message Router by xgate.usia.gov
via Connect2-SMTP 4.34B; Tue, 11 Aug 1998 20:17:46 -0400
Message-ID: <90C7D03501A0B2AA@xgate.usia.gov>
Date: Tue, 11 Aug 1998 19:37:03 -0400
From: "Pollock, James" <jpollock@usia.gov>
Sender: "Pollock, James" <jpollock@usia.gov>
Organization: USIA
To: svforum@AOL.COM, wac@world-affairs.org, info@ivcc.org,
info@diplomacy.org
Cc: ideanet98@AOL.COM
Subject: Terry Hammes Travel
Importance: Normal
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MIME-Version: 1.0
Content-type: text/plain; charset="US-ASCII"
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X-Mailer: Connect2-SMTP 4.34B MHS/SMF to SMTP Gateway

James C. Pollock
Deputy Director
Office of International Visitors
U.S. Information Agency
301 - 4th Street, SW
Washington, D.C. 20547
Tel: (202) 619-5217
FAX: (202) 205-0792
e-mail: jpollock@usia.gov

To: jpollock@usia.gov
From: marjorie mccarthy <mmc1@sjm.infi.net>
Reply-To: mmc1@sjm.infi.net

Hi Jim:

Thank you for your Email on Terry Hammes. On August 25th. and 26th. I have a large group in town on an Internet and Information Technology Program but i would like to meet with Terry.

Is the person she is meeting by any chance Greg Becker whom I met as an escort some time ago?

When my predecessor ran the IVP we used no email but now i personally conduct most of my business on it.

Obtaining contact Email numbers is a big priority for me because in Silicon Valley people do not return phone calls but they do read their Email! I consider my Netscape address book one of my most valuable assets and constantly back it up for fear of losing it!

These days all the background info. I put in packets comes off websites; bios, company profiles, etcetera. I also do a lot of research for programs using net searches and I print escort directions to appointments using Tripquest.

We have come a long way in these last years although my colleague is still low-tech apart from sending emails.

So. I would like to meet Terry if we can make it happen. She can email me here at home or at my work email which is: marjmcc@pacbell.net
best regards,

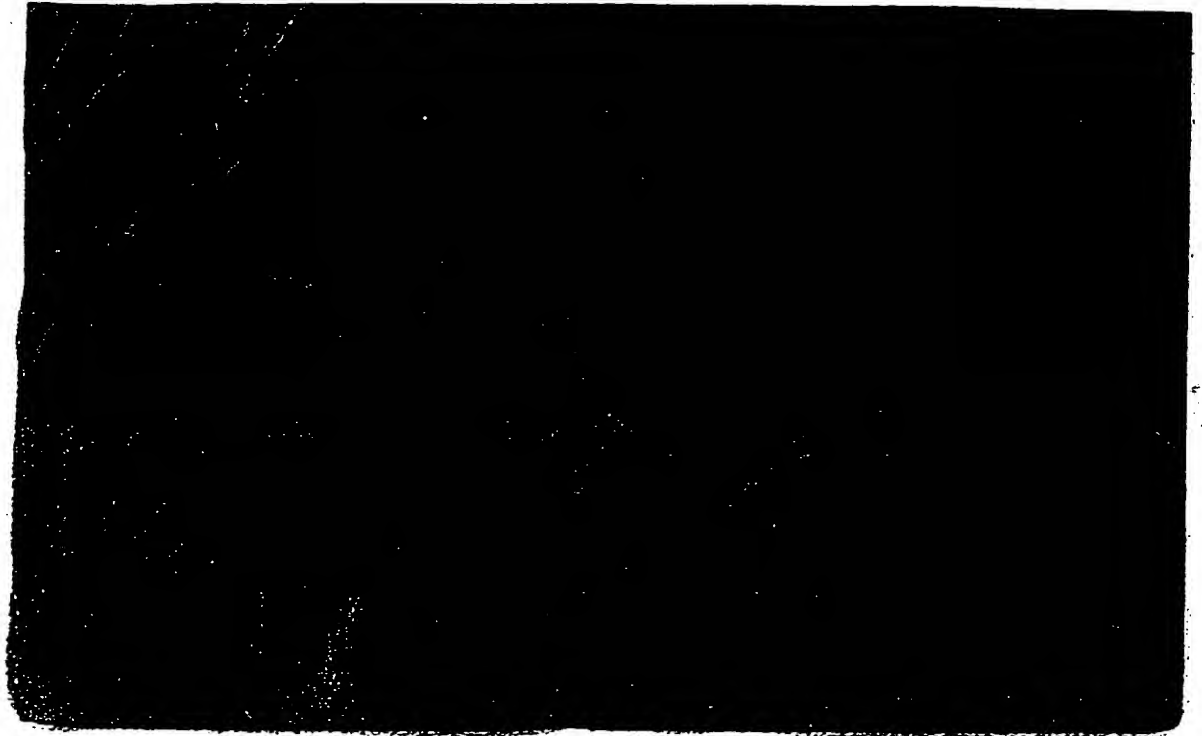
Marjorie McCarthy

Direct work line: 408/271-1260
Home: 408/997-6632

----- Headers -----
Return-Path: <jpollock@usia.gov>
Received: from rly-za02.mx.aol.com (rly-za02.mail.aol.com
[172.31.36.98]) by air-za02.mail.aol.com (v47.2) with SMTP; Wed, 12 Aug
1998 09:29:26 -0400
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by rly-za02.mx.aol.com (8.8.8/8.8.5/AOL-4.0.0)
with SMTP id JAA19887 for <ideanet98@aol.com>;
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From: "Pollock, James" <jpollock@usia.gov>
Sender: "Pollock, James" <jpollock@usia.gov>
Organization: USIA
To: ideanet98@aol.com
Subject: Fwd: Terry Hammes
Importance: Normal
X-SMF-Hop-Count: 2
MIME-Version: 1.0
Content-type: text/plain; charset="US-ASCII"
Content-transfer-encoding: 7bit
X-Mailer: Connect2-SMTP 4.34B MHS/SMF to SMTP Gateway

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POST OFFICE TO ADDRESSEE

EJ267134163US

USE ONLY		Day of Delivery		Flat Rate Envelope	
Mo. 7/15/98		<input type="checkbox"/> Next <input checked="" type="checkbox"/> Second		<input type="checkbox"/>	
Day 14/2		<input type="checkbox"/> 12 <input type="checkbox"/> 3 PM		Postage \$ 17.25	
Time In 14/2		Military <input type="checkbox"/> 2nd Day <input type="checkbox"/> 3rd Day		Return Receipt Fee \$ 1.10	
Weight 13.7 lbs.		Int'l Alpha Country Code		COD Fee	
No Delivery <input type="checkbox"/> Weekend <input type="checkbox"/> Holiday		Acceptance Clerk Initials		Insurance Fee \$ 2.00	
				Total Postage & Fees \$ 19.35	

SEE REVERSE SIDE FOR
SERVICE GUARANTEE AND
INSURANCE COVERAGE LIMITS



Customer Copy

CUSTOMER USE ONLY

METHOD OF PAYMENT:

Express Mail Corporate Acct. No.

Federal Agency Acct. No. or
Postal Service Acct. No.

☐ WAIVER OF SIGNATURE (Domestic Only) Additional merchandise insurance is void if waiver of signature is requested. I wish delivery to be made without obtaining signature of addressee or addressee's agent if delivery employee judges that article can be left in secure location and I authorize that delivery employee's signature constitutes valid proof of delivery.

NO DELIVERY ☐ Weekend ☐ Holiday

Customer Signature

FROM: (PLEASE PRINT)

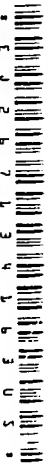
PHONE 305 667-1171

TRUCK HAWAII, INC. P.O. Box
HAWAIIAN AIRCRAFT CO. INC.
396 SOUTH KAILUA, HI 96701
CARTER AIRCRAFT CO. INC.

TO: (PLEASE PRINT)

PHONE 703 555-5555

US Patent & Trademark Office
Cameron 1200 Pat. Bldg. 101
2011 City - 1 Park & Blvd.
Alexandria, VA 22304
FEDERAL AGENCY



Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
745



HAMMES ADVERTISING, INC.

896 SOUTH DIXIE HIGHWAY, CORAL GABLES, FLORIDA 33146-2674, TELEPHONE (305) 667-1199, FAX (305) 667-0440

December 28, 1998

Commissioner of Patents & Trademarks
United States Patent & Trademark Office
2011 Crystal Park, Room 520
Arlington, VA 22202

Tel. 703-305-9282

Ref: IdeaNet98/Provisional Patent Application

Dear Commissioner:

Enclosed please find my Provisional Application for Patent for the software/internet technology known as International Data Exchange Access Network, or by its acronym, IdeaNet98. Pursuant to the provisional patent application, enclosed is the 2 page Declaration which identifies myself, Therese (Terry) Marie Hammes, as the sole inventor; My residential address is 460 Hardee Road, Coral Gables, F 33146. I am preparing this *pro se*. My business address is: Hammes Advertising Building, 896 South Dixie Highway, Coral Gables, FL 33146, Business telephone: 305-667-1199, Fax: 305-667-0440, E-mail: HammesAds@aol.com or IdeaNet98@aol.com.

I am requesting that all information relating to both the Provisional and the permanent Patent and Trademark information is kept secret in the interest of national security. I have been working very closely with the United States Information Agency's International Visitors Program Deputy Director, Mr. James Pollock (and others) for the past two years. This was first offered for sale in Washington on January 12, 1998.

However, approximately 60 days ago, on Nov. 3, 1998; and 36 hours prior to a scheduled meeting in Austin, Texas, with Mr. Pollock and a Patent Attorney (software specialist), a series of approximately 7-8 high technology crimes against my data, hardware, software and person started. In addition to stealing the data, they have destroyed \$40,000 in hardware, stolen my computer code book of 2 years planning, stolen a non-complete contract I had with Carlos Josic (who is not involved in this project any longer), stolen a lap top case with my main back up files for this project and a 40-page computer journal which tracked these hackers to a Department of Defense Tempco line.

The stolen journal also contained computer addressing leading to my online files. Using MY AOL account, I tracked the hacker(s) to the National Security Agency. On doing this with relative ease, the US Attorney began to take this very seriously and I believe they then secured these online files. I am convinced someone I used to date with high level DC connections that knew of this project passed the information along or is he illegally and very maliciously has taken to my work product with the on-going effort centered on destroying all proof. They also took the Journal from my purse in my car leaving \$1200 in cash from a tenant next to the journal untouched; and on a second occasion, they took my files and leather lap top case, leaving a new lap top right next to the case untouched.



HAMMES ADVERTISING, INC.

Provisional Patent Application/Terry M. Hammes
International Data Exchange Access Network/IdeaNet98
Page 2

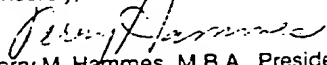
The US and State Attorneys, local Police and the FBI are involved. The FBI Agent's name is Barbara Mosser, the State Attorney in charge of Economic Crimes is Brad Gross, the US Attorney is Richard Vosckivich and the lead Detective for Coral Gables PD is Lt. Wiesenfeld. Det. Wiesenfeld, Det. Del Valle, Coral Gables PD and Sgt. Laurick Ingram of Metro-Miami-Dade PD all saw the journal (the electronic addressing of the person doing this) prior to its theft.

In addition to law enforcement, ATT-Net Security, Southern Bell Security and the Legal Department of America Online are involved. ATT-Net Security, identified a program called Back Orifice which allows complete remote viewing and the compromise of all security pass words and total access to all data, as what they used. In my computer was a system profile of the computer that attached itself to my network: It contained VC1 level clearance (NSA Level 1, and has AWAC capabilities. When I plugged in my former friend's name, it sent out a satellite burst, rapid transmission of data...leading to the Department of Defense's Tempco telephone number. The next day the robberies began.) As recently as the past two days, the operating systems of my newest (the fourth Toshiba) has been destroyed, delaying this package once again and to the wire. Toshiba Technical locally and corporate support has files showing files denying "ME" access to my own computer were installed using global positioning technology.

There were not very many people aware of this work. For this to have occurred in such a small circle, with the multi-millions of dollars of revenue this plan and software can and will generate for all program participants, I respectfully request that this plan now and in the future remain secret.

Finally, regarding the interest USIA may have in this project. USIA has not contributed financially AT ALL to this project. They have however, facilitated my gathering of information and provided me the introductions and research material I used in the formulation of this program. I am quite certain they wish for this project to be successful, notwithstanding their lack of financing for the development stage. Please feel free to contact Mr. Pollock, Dep. Dir., USIA International Visitor Program regarding any of the above. He is fully apprised of the recent developments.

Sincerely,


Terry M. Hammes, M.B.A., President
Hammes Advertising Inc., and Hammes Realty Management Corp.
Inventor/Developer: International Data Exchange Access / IdeaNet98

MAY-06-1998 08:20 FROM

TO

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STEPHEN YAKE PRODUCTIONS

237 French Landing Dr.
Nashville, TN 37228
Ph. 615.254.5700 Fax: 615.254.5705

FACSIMILE

Wednesday, May 6, 1998

To: Terry Hammes
Hammes Advertising, Inc.
896 S Dixie Highway
Coral Gables, FL 33146

Phone: 305.667.1199 Fax: 305.667.0440

Message:

Dear Terry:

The attached is the information regarding the eCommerce that we talked about. Intertrust is the owner of the platform. Vger Technologies is one of its licensees. The way Vger uses the platform might be parallel to your situation.

The web sites are noted on the bottom of the pages. I hope that this is useful to you.

Best regards.

Neal Kent

A LOT OF PAGES TO FOLLOW.

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Business Overview

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BUSINESS OVERVIEW

Digital Rights Management for Healthcare

Vger Technologies' business is electronic commerce for the healthcare industry. We take a broad view of e-commerce:

"e-commerce" is the exchange or access of electronic information that facilitates business communications within an organization or between an organization and any third party and may or may not involve the actual buying and selling of goods and services..."

Specifically, Vger provides healthcare organizations a completely new way to protect, control and audit any confidential or valuable digital information over the Internet or your Intranet. Because Vger lets you protect and maintain your (information) property rights at all times, you can now securely exchange even the most confidential types of digital information — electronic medical records, treatment authorizations, physician referrals, clinical research, financial documents, etc. — over any public or private network.

Our unique technology lets you maintain the security of your important electronic information at all times: not only protect that information from unwanted disclosure or alteration but also control and audit access to your information. Medical publishers, database companies, and healthcare organizations can also securely distribute and sell proprietary information while maintaining ownership and control of their proprietary journals, books, newsletters, databases, CME courses, etc. The Vger Rights Exchange TM is a valuable addition to any of your current or future e-commerce activities that involve confidential or valuable digital information over the Internet or your corporate Intranet.

With Vger's e-commerce solutions, the Internet now becomes the cost effective, safe medium for sharing information and connecting the disparate components of your business. Most healthcare organizations are faced with the escalating challenge and expense of exchanging important information among growing numbers of internal and external entities in multiple locations. Now you can fill your difficult communications gaps, especially to remote locations such as physician offices, other medical facilities, business partners, and customers. Vger provides an all-purpose connectivity alternative that can complement any existing information system infrastructure. And you will be well prepared for the federal government's proposed regulations on maintaining the privacy of electronic healthcare information — and be way ahead of your competitors. Not only can the Vger Rights Exchange help you save you money and add value to your healthcare business, but it can also enable you generate new revenues via selling your digital information.

Vger is leveraging the efforts of two technology partners, SOFTBANK Net Solutions and InterTrust Technologies, who since 1990 have been developing a fundamentally new information technology called digital rights management that protects, enforces, and maintains property rights in the electronic world. To date, digital rights management has not been available in healthcare or any other industry. What makes our technology different from other e-commerce products? Only the Vger Rights Exchange provides the following e-commerce capabilities:

- Persistent Protection of your digital information at all times — before, during, and after each time that your information is exchanged and accessed — online and offline.
- Flexible Business Rules that control access to your information — who can access it, what they can do with it, how long it can be accessed, how it is priced (if appropriate).
- Complete Audits for monitoring each time that your information is accessed.

Company Background

The company, which is privately funded, has its headquarters in Nashville, Tennessee. Paula Eleazar, former Chief Information Officer of OrNda Healthcorp, founded Vger Technologies which began operations in May 1997. Following OrNda's merger with Tenet Healthcare Systems, Ms. Eleazar began evaluating new information technologies that had not yet been applied in the healthcare industry. In particular, she searched for technologies that could better address the challenges of information security and connectivity across complex healthcare organizations. The top two companies that Ms. Eleazar found were InterTrust Technologies and SOFTBANK Net Solutions (SNS) who have partnered to develop a new electronic commerce/digital rights management technology for multiple industries. Vger has an exclusive agreement with SNS to bring this new e-commerce technology to the healthcare industry, including the following markets:

Providers

Hospitals

Vendors

Software Vendors

Payers

HMO's

Publishers

Journal & Book Publishers

<http://www.vgerhealth.com/prod03.htm>

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Business Overview

Integrated Delivery
Physician Groups
Physician Practice Management Firms
Multi-Unit Providers
National Purchasing Associations
Other Providers

Systems Pharmaceutical Companies
Equipment Manufacturers
Supply Companies
EDI Firms
Transcription Companies
Other Vendors

PPO's
Insurers
State Governments
Federal Government
Other Payors

CME Publishers
Content "Aggregators"
Online Marketers
Database Companies
Trade Associations
Providers, Payors, Vendors
who publish content
Other Publishers

Vger's Business Model

Vger Technologies is incorporating the technologies developed by InterTrust and SOFTBANK Net Solutions to bring e-commerce solutions to the healthcare industry. Vger's two technology business partners are providing the core tools, clearinghouses, and business applications that make up the Vger Rights Exchange™. Vger, in turn, is providing healthcare-specific applications expertise and is distributing and marketing this new technology to healthcare providers, payers, vendors, and publishers. The company is developing three types of relationships with its customers and other third party organizations:

- 1) End Customers, such as integrated delivery systems, hospitals, MCO's, physician groups and others who would purchase our technology and use it in their own business to securely exchange and manage information over the Internet or their private network.
- 2) Distributors, such as software vendors, who license the Vger Rights Exchange and then re-package, brand, and re-sell it as part of their own product offerings
- 3) Business Services Partners, such as systems integrators, Web site developers, Internet access companies, digitizers of content, and others who provide complementary products and services that are needed to provide a complete e-commerce solution to complex healthcare organizations:

Some organizations could fit into one or more of the categories above. A large healthcare software vendor could fit into any or all three of these partnership roles with Vger. Such a firm could be an *end customer* and implement our technology internally to move confidential or valuable information among its various offices or between its offices and external suppliers. Or the company could use the Vger Rights Exchange to securely distribute software updates to its clients using the Internet—and handle all payments, electronically.

The same company could also become a *distributor* or re-seller of the technology which could sit behind current or future software products and provide new functionality for secure e-commerce, such as using the Internet to exchange electronic medical records for healthcare providers and managed care clients.

In addition, this company could also be a *business services partner* and provide systems integration, Web site design, or other products and services to assist healthcare organizations to ensure that a comprehensive e-commerce solution is implemented.

Service to Match our Technology

Since 1990 InterTrust and SOFTBANK Net Solutions have invested several hundred man-years of research and development into the technology architecture behind Vger's e-commerce solutions for healthcare. Hundreds more man-years of sophisticated software development continue to be invested to ensure that we are meeting the specific e-commerce needs of specific healthcare organizations.

But even the best technology solution needs concomitant services to help you put that technology to work in your organization and help you reach your business objectives. Vger Technologies is focused solely on e-commerce solutions for healthcare and no other industry. We have the healthcare experts to understand and work with your particular business whether you are a large integrated healthcare system, a physician practice management company, a transcription vendor, an HMO, a worldwide medical publisher or other healthcare organization. We are committed to providing you the ongoing services that will ensure that you get maximum benefit from the Vger Rights Exchange.

The Rights Exchange is a trademark of SOFTBANK Net Solutions in the USA and other countries.



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Go to Frameless Home

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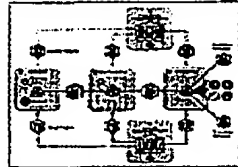
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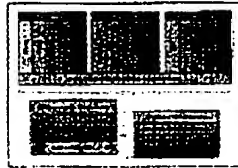
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InterTrust Commerce Flow



Universal Trust Platform

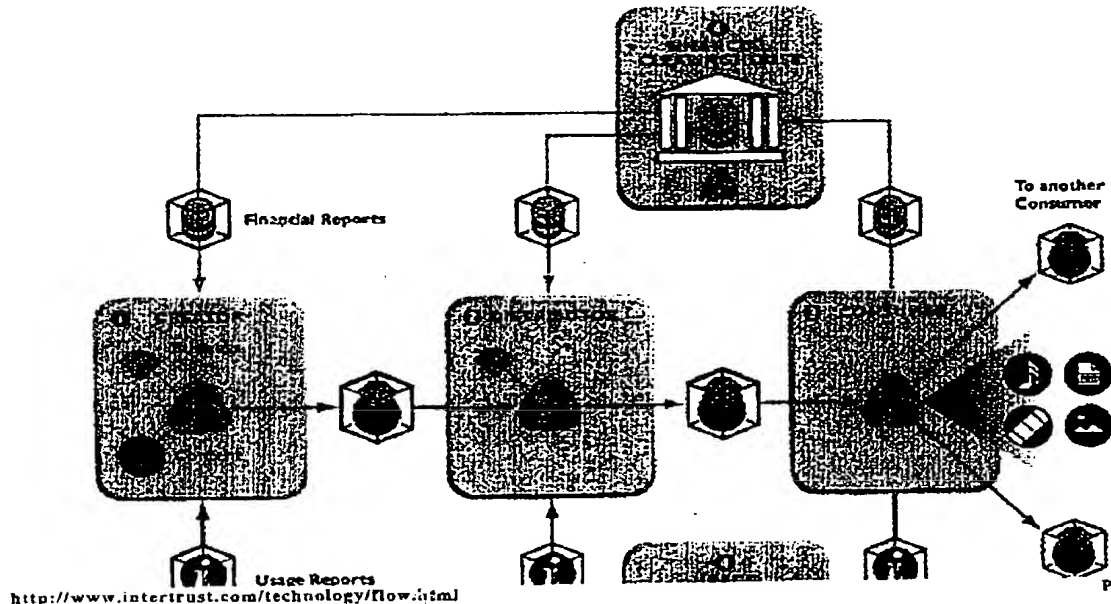


White Paper
Securing the Content
Not the Wire

InterTrust Commerce Flow

The diagram below illustrates a simple content distribution example. Each participant communicates with the value chain through an InterRights Point enhanced computing appliance. The *creator* expresses business requirements—how its content can be used and the consequences of such use. The creator conveys rights to recipients, such as the right to view, play, print, run, redistribute, combine, and/or excerpt. Business rules, such as creator-defined consequences for purchase, rental, subscription, promotion, and/or reporting, are also specified, along with discounts in exchange for usage information or in response to specific organization membership. After the creator has expressed requirements, the content and the associated business rules can be packaged in one or more DigiBox containers and sent to the distributor. As permitted by the creator, the distributor can modify or augment rules, such as specifying value-added markups. After the consumer selects the DigiBox container and reviews and accepts the value chain's rules, the consumer's InterRights Point opens the DigiBox container and presents its content to the consumer through an InterTrustworthy viewing application.

This process automatically results in commerce events such as secure auditing of usage and associated payment information. Transaction records are reported, either online or at certain desirable times, to clearinghouses. Consumers can freely redistribute DigiBox containers to other consumers, who can also use the content if allowed. Financial clearinghouses receive and process transaction records, charge the consumers' accounts, and automatically and securely credit the creators' and distributors' accounts. Usage clearinghouses process and aggregate usage information, create usage reports, and pass them to the creators and distributors.



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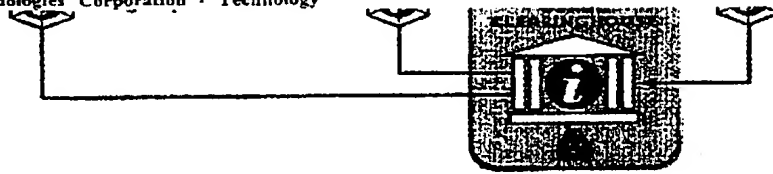
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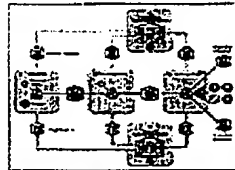
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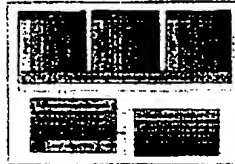
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InterTrust Commerce Flow



Universal Trust Platform



White Paper
Securing the Content
Not the Wire

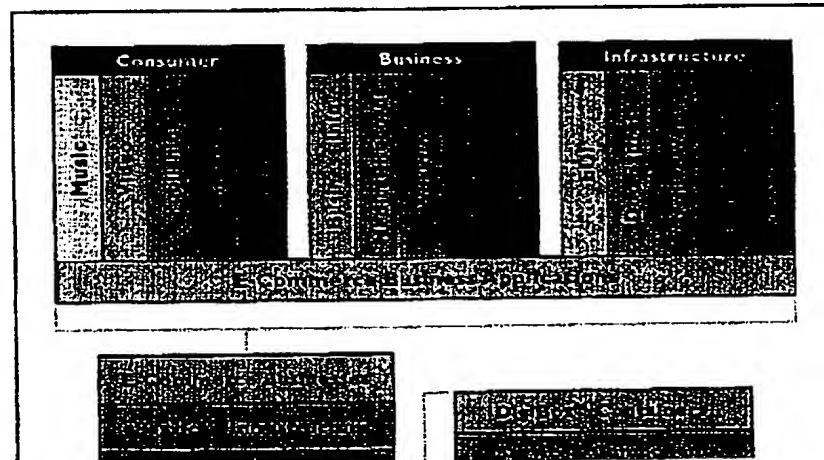
Universal Trust Platform

The InterTrust Commerce Platform is shown below. Its technology provides support for all participant roles in digital commerce. The InterTrust environment binds together host operating systems, trust platform nodes, global trust services, and vertical business applications into a seamless trust and commerce automation environment.

The foundation element of this platform is the InterRights Point, which is closely coupled to the host operating system. Operating on the InterRights Point, InterTrust's rights expression tools allow all participants to express their rights and interests. eService components are used by eService infrastructure providers to deliver commerce services and environment support. E-commerce businesses employing rights expression tools provide e-commerce business applications for vertical markets. Together, all of these components and services form a rich commerce environment that represents a truly flexible, efficient digital marketplace.

The InterTrust Commerce Platform enables automation of business processes, including multiparty, peer-to-peer relationships across time and space. In consumer-oriented vertical markets, such as entertainment delivery, the InterTrust platform supports rich intellectual property asset management by allowing providers to tailor value propositions for individual users. In business-to-business and enterprise contexts, the technology enables efficient and flexible information management strategies that reflect the highly granular needs of modern networked interaction. As businesses and consumers express their rights and pursue opportunities in the digital marketplace, the InterTrust Commerce Platform provides infrastructure players with the technologies required for a truly scalable, adaptable, and seamless commerce foundation.

The InterTrust Commerce Platform supports a neutral digital marketplace. Businesses and consumers can make offers and exploit opportunities and exhibit the dynamics of true commerce. Users may participate in an unlimited number of commercial models using a single instance of the InterRights Point, and providers can make offers based on their own definitions of vertical markets, value chain relationships, and customer opportunities.



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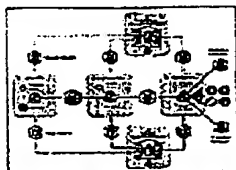
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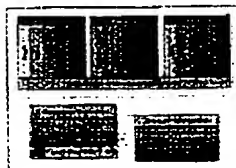
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InterTrust Commerce Flow



Universal Trust Platform



White Paper
Securing the Content,
Not the Wire

**Securing the Content, Not the Wire,
for Information Commerce**

Abstract

Information Commerce is a business activity carried out among several parties in which information carries value and is treated as a product. The information may be content, it may be returned usage and marketing data, and it may be representative of financial transactions. In each of these cases the information is valuable and must be kept secure and private. Traditional approaches secure the transmission of that information from one point to another; there are no persistent protections. Protection of all of these components of information commerce for all parties in a transaction value chain is necessary for a robust electronic infrastructure. A prerequisite to such an environment is a cryptographically protected container for packaging information and controls that enforce information rights. This paper describes such a container, called the DigiBox™ container. InterTrust Technologies Corporation has submitted initial specifications for the DigiBox container to the ANSI IISP Electronic Publishing Task Force (EPUB) within the User/Content Provider Standards Working Group (WG4). A version of this paper was originally published in the Proceedings for the USENIX 1995 Electronic Commerce Workshop under the title "The DigiBox: A Self-Protecting Container for Electronic Commerce."

1. Introduction

As services and products in modern commerce increasingly take electronic form, traditional commerce is evolving into electronic commerce. This includes both creation and enforcement of various agreements between parties in an electronic commercial relationship. It also includes enforcing the rights of these parties with respect to the secure management of electronic content or services usage, billing, payment, and related activities.

To save money, to be competitive, and to be efficient [1,2], members of modern society will shortly be using new information technology tools that truly support electronic commerce. These tools provide for the flow of products and services through creators', providers', and users' hands. They enable the creation, negotiation, and enforcement of electronic agreements, including the evolution of controls that manage both the use and consequences of use of electronic content or services. In addition, these tools support "evolving" agreements that progressively reflect the requirements of further participants in a commercial model. Participants in electronic commerce [3,4] will need rules and mechanisms such that:

1. Information providers can be assured that their content is used only in authorized ways;
2. Privacy rights of users of content are preserved; and
3. Diverse business models related to content can be electronically implemented.

The Internet and other information commerce infrastructures will require a management component that enforces such rules, ensuring a safe, coherent, fair, and productive community. This management component will be critical to the electronic highway's acceptance. Without rules to protect the rights of content providers and other electronic community members, the electronic highway will comprise nothing more than a collection of limited, disconnected applications.

Analysts have concluded that content will constitute the largest revenue-generating component of the information superhighway [5]. It is also clear that unfettered access to content requires that content providers

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be able to maintain control over literary or copyrighted assets. Many analysts conclude that this will be one of the key bottlenecks in the implementation and deployment of New Media.

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2. Information Commerce and Digital Value Chains

Information commerce is often considered a wholly new concept, made possible only through the use of networks and computers. In fact, a robust information economy has existed for centuries, involving trafficking in physical representations of information such as books, newspapers, and so on. Because such commerce involves physical goods, there is a non-negligible floor to the cost of handling information goods. The new aspects of the electronic information economy are that the information itself is the entire product and that the product can be distributed at negligible marginal cost.

The traditional information economy in physical goods is publisher-centric, because creation of information goods--particularly low-cost goods--requires a substantial manufacturing investment. Figure 1 illustrates a simplified traditional information economy: physical goods flow from a publisher (manufacturer) to a customer, in response to orders and followed by payments. The author's relationship with the publisher may be more lightweight, but the author is nonetheless dependent on the publisher to report sales and make royalty payments in accordance with the author's contract. In addition, a financial institution provides payment processing and clearing services for all parties.

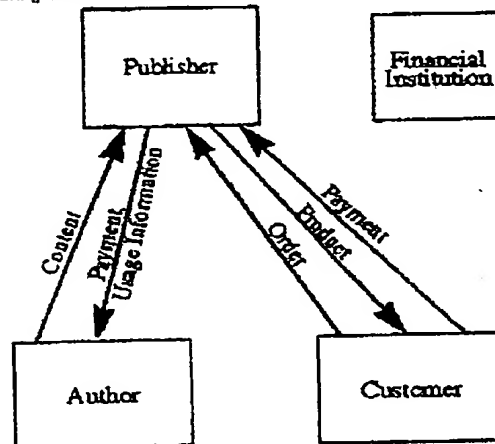


Figure 1. Traditional information economy.

Because of the flexibility afforded by electronic mechanisms, information commerce is evolving from indirect, advertiser-supported, mass-audience media to a new, niche-audience-oriented business model. In this system, members of the electronic community, with or without the economic support of advertising, pay providers directly for what they want to receive. Business-to-business purchasing is steadily evolving into a direct electronic ordering model.

Figure 2 illustrates the flexibility possible in new electronic information commerce models. Although there is still a role for publishers, this role no longer involves physical goods. Rather, the publisher is responsible for packaging and aggregating information goods and control information, then making them available to customers. Similar to a manufacturing/distribution/retail chain for physical goods, the electronic model permits information retailers, and even end customers, to re-package and redistribute different aggregations of information while ensuring that the appropriate control rules are maintained. A clearinghouse ensures that usage information and payments are provided directly to authors and publishers; the payments themselves are made through traditional financial institutions. Because control rules are associated with information, a variety of payment and other business models can be associated with the same content (e.g., purchase versus pay-per-use).

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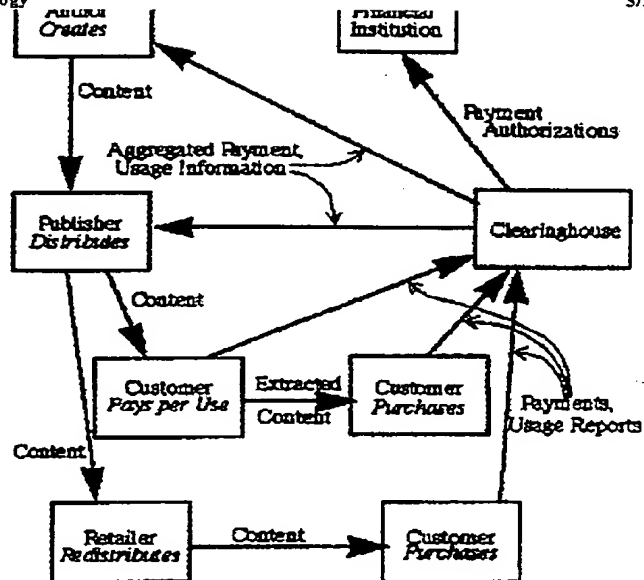


Figure 2. Electronic information economy.

The conversion from traditional commercial distribution channels requires key foundation technologies and results in a fundamental shift in existing infrastructures. This channel transformation will create a new electronic digital distribution industry. Digital distribution employing the DigiBox container architecture and its associated support environment, the InterTrust system, can play a critical role in this transformation of the communication, media, and information technology markets.

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2.1 Protecting All the Information In Information Commerce

The very properties that make "the net" attractive as a distribution medium — ease of manipulating information in electronic form — also appear to make these protections intractable. Addressing this dichotomy requires a paradigm shift in computer architecture to introduce the concept of a "secure processing" environment in which protected information can be manipulated without being subject to external tampering or disclosure. A prerequisite to such an environment is a cryptographically protected "container" for seamlessly packaging information and controls that enforce information use rights.

The DigiBox container described by this paper is such a container. The need for various information commerce computers and appliances to interoperate requires that this container format and its access methods be standardized. InterTrust Technologies Corporation has submitted initial specifications for the DigiBox container to the American National Standards Institute (ANSI) Information Infrastructure Standards Panel (IISP) through the Electronic Publishing Task Force (EPUB) in the User/Content Provider Standards Working Group (WG4).

The primary goal of information protection is to permit proprietors of digital information (i.e., the artists, writers, distributors, packagers, market researchers, etc.) to have the same type and degree of control present in the "paper world." Because digital information is intangible and easily duplicated, those rights are difficult to enforce with conventional information processing technology. Many types of rights (compensation, distribution, modification, etc.) are associated with the various elements of information commerce, and these information property rights take many forms. At a high level, there is the legal definition of "copyright," codified in U.S. law [6, 9] and the Berne Convention. This gives copyright holders a legal right to control how copyrighted information is handled. In addition, various high-level rights are conferred by contractual arrangements between primary rightsholders and other parties.

For example, the protections needed for content elements incorporate the

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Figure 3 shows some of the operations that could occur in true electronic commerce, using the Internet World Wide Web [10] mechanisms as an example.



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transactions.

Another example is that of an advertiser (acting as distributor, or with a distributor). The advertiser might have a rule that offers a discount, or no charge at all, but only if the user views the advertisement and agrees to have that fact reported to the advertiser.

It is relatively simple to devise schemes for parties to pay each other electronically (for example, DigiCash [11], NetBill [12], Open Market [13], SNPP [14], NetCheque [15], First Virtual [16], etc.). Payment, however, constitutes only one — and perhaps the simplest one — of the means in which parties in commerce interact. All the other information commerce components must be accomplished with the same needs for security, privacy, and integrity. In fact, these aspects of electronic commerce, including rights protection, are strongly intertwined in the digital economy, because much digital commerce concerns information and innovative business models for information commerce.

3. Existing Approaches to Information Commerce

Information proprietors employ a variety of technological protection approaches today. These approaches are generally "point solutions," in that they protect a specific type of property in a specific context and enforce only specifically defined rights — typically only the right to compensation for use. Because the technologies are limited, the market is fragmented, and there are no general protection solutions.

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3.1 No Protection

Much digital property is distributed without any technological enforcement for property rights, on the assumption that legal means suffice. This approach works well enough for many low-value properties, but it has the disadvantage of raising the price to legitimate users who must pay for both their own and illegitimate use. In many cases, however, this cost is negligible, and no protection is an economically sound choice. Even for content that is free, however, a creator may wish to impose some rules for reporting or some access control. Of course, privacy rights of users will be a concern to many.

3.2 License Managers

For some valuable software properties, license managers are used. Because a software property is dynamic (executable), it is feasible to restrict it so that it functions properly only through interaction with a license manager process. In general, there is no protection of usage data in these schemes. In some cases this technique has been applied to content protection, but only with limited success [17, 18].

3.3 Cryptographic Unlock

Some static properties (fonts, for example; also some installable software) are protected by a simple "unlock" scheme: a purchaser makes a purchase, for example by telephone with a credit card, and receives a cryptographic key in return. This key can then be used to "unlock" one property from some widely distributed medium (e.g., CD-ROM or network download). This mechanism is relatively inflexible, and its inherently manual nature makes it expensive.

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3.4 Billing Schemes

Various billing schemes (as mentioned above) permit purchase of information following what is essentially an electronic check or electronic credit draft model. These methods are suitable for conventional transactions, but not for the enormous volumes of (individually) very low-value transactions that would be generated using a complex digital property.

3.5 Secured Delivery

Various secured delivery systems (e.g., SSL [19], SHTTP [20]) share the same problems as cryptographic unlock, but in a network context. They are only point-to-point solutions, with the information (content, usage data, etc.) at each site being left unprotected once the delivery has occurred. Furthermore, they are inherently online systems: it is not practical to decouple the delivery of information from payment for its use.

4. Information Protection Architecture: InterTrust and DigiBox Technologies

InterTrust Technologies Corporation has produced the InterTrust Commerce Architecture to solve unmet, critical needs of electronic commerce. Almost any imaginable information transaction can be supported by the InterTrust architecture. A few examples include distribution of content (e.g., text, video, audio) over networks, selective release of data from a database, controlled release of sensitive information, and so on. The InterTrust

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architecture can also support the secure communication of private information such as EDI and electronic financial transactions, as well as delivery of the "back channel" marketing and usage data resulting from transactions. The DigiBox container is a foundation technology within the InterTrust system. It provides a secure container to package information so that the information cannot be used except as provided by the rules and controls associated with the content. InterTrust rules and controls specify what types of content usage are permitted, as well as the consequences of usage such as reporting and payment. Within the InterTrust architecture, DigiBox containers can enforce a "distributed electronic contract" for value-chain activities functioning within an electronic distribution environment. This unique approach underlies InterTrust Technologies Corporation's information metering and digital rights protection technology. Electronic commerce infrastructure participants can use the InterTrust system to substantially enhance their network, security, or payment method solutions. The DigiBox container holds both digital property (content) and controls. It is used in conjunction with a locally secured rights protection application (discussed further below) to make content available as governed by arbitrarily flexible controls. The DigiBox container mechanism is implemented in a set of platform-independent class libraries that provide access to objects in the container and extensions to OpenDoc and OLE object technologies. The DigiBox technology allows rights management components to be integrated with content in highly flexible and configurable control structures. DigiBox rights management components can be integrated with content in a single deliverable, or some or all of the components can be delivered independently. DigiBox rights management components enable true superdistribution [21] and can support virtually any network topology and any number of participants, including distributors, redistributors, information retailers, corporate content users, and consumers.

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4.1 Content

The digital information in a DigiBox container (one or more "properties") is information in any form. It may be mapped to a specific compound object format (e.g., OpenDoc, OLE, PDF), or may be application specific. Further, it may be delivered in stream or other communication-oriented forms, not just in a file-like container.

4.2 Controls

Controls specify rules and consequences for operations on content. Controls are also delivered in a DigiBox container, and the controls for a property may be delivered either with the property or independently. Controls are tied to properties by cryptographic means. Because controls can be delivered with properties in a container, the DigiBox container supports superdistribution.

4.3 Commerce

Commerce takes place governed by controls. This may involve metering, billing for use, reporting of usage, and so on. These operations take place locally in a secure environment, and they generate audit trails and reports that must be reported periodically to clearinghouses.

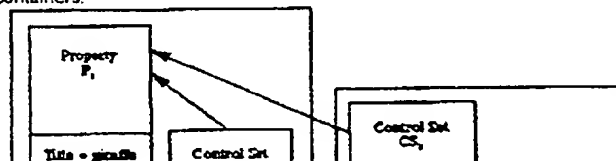
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5. DigiBox Container Implementation

The DigiBox container is a structure that can hold, in a protected manner, information commerce elements of all kinds: content, usage information, representation of financial transactions (e.g., electronic cash), and other digital elements of information commerce.

5.1 Container Logical Structure

Figure 4 shows the logical structure of properties and control sets in two containers.



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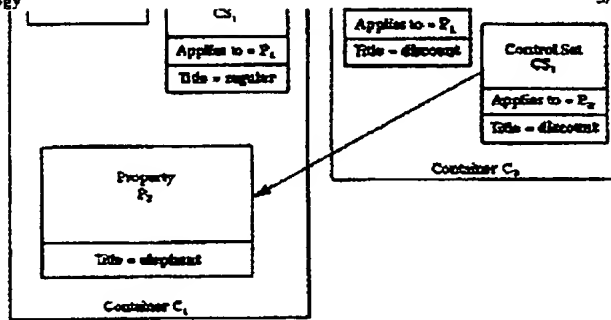


Figure 4. Container logical structure.

Container C1 holds two properties, P1 and P2, and one control set, CS1, that applies to property P1; container C2 contains two control sets and no properties. As shown in the example, each of these elements has a title attribute to provide a human-readable description of the element and, for control sets, an attribute indicating to what other elements the control set applies.

A control set specifies rules and consequences, such as pricing, reporting, and so on, for the properties to which it applies. A user holding just this container could use (e.g., view, print) content from P1 — though only as specified by CS1. Because there is no control set applying to P2 in that container, P2 would not be usable in any way.

A user holding both containers could use property P2, as specified by CS2, and in addition has the choice of whether to designate CS1 or CS3 when using P1. CS3, which describes itself as "discount," is likely to be the user's preferred choice.

The DigBox container includes several elements: organizational structures, properties, controls, and supporting data items. Almost all the information in a DigBox container is encrypted, as described below, and access to the encrypted form is provided through a storage manager as appropriate, depending on how the DigBox container is delivered (e.g., as a file or as a data stream).

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5.2 Container Physical Structure

Figure 5 is a schematic picture illustrating the physical structure of a DigBox container. (Some elements have been omitted for clarity.)

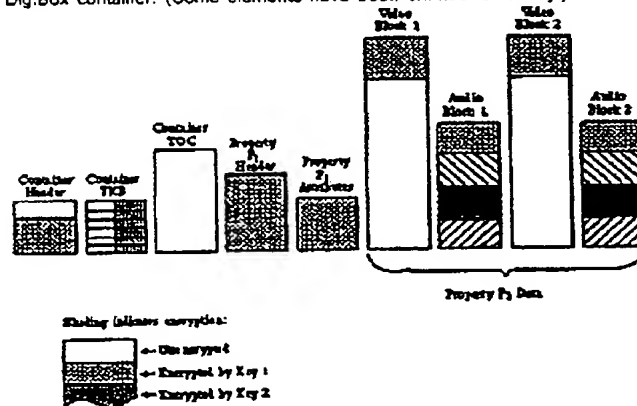


Figure 5. Container physical format.

It begins with a container header structure containing descriptive and organizational information about the container. Part of the container header is encrypted (both for secrecy and for integrity protection); the rest is public organizational information. The header is followed by additional

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container-wide structures such as the *transport key block (TKB)* and the *container table of contents (TOC)*, some of which are encrypted and others not.

These organizational elements are followed by the structures defining the container's content (e.g., *properties* and *control sets*). As shown in the figure, a property is represented by a *property header*, *property attributes*, and data blocks composing the property. As shown, the header is encrypted and the attributes are not; the data blocks may be wholly or partly encrypted, or not at all, depending on security requirements.

The figure shows an example property consisting of a multimedia property formed from a pair of synchronized data streams for audio and video. In this example, each video block is mostly unencrypted so that access can be rapid while still maintaining reasonable security -- encrypting even 10 percent of an MPEG stream renders it effectively useless for illicit copying. On the other hand, the audio is entirely encrypted, and each audio block uses four distinct keys, because the content proprietor requires much stronger security for audio than for video.

A property is represented as one or more property sections, each of which is independently associated with control information, and which may also be stored and accessed independently. A property, for example, might be a collection of clip-art images, and each image might be a property "chunk," with its own control specifying how that image's creator is compensated.

Controls can map to property chunks at arbitrary granularity and can enforce arbitrary organizational structures within the property (such as a file hierarchy). Controls can apply to individual bytes, frames of a movie, segments of a musical piece, and so on, because the mapping is performed by a control process specified by the control structure, not simply via a table-driven data structure.

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6.3 Cryptographic Techniques

The high-level elements in a DigiBox container are encrypted with a *transport key* that is normally derived (by exclusive OR) from two parts: one that is delivered in the DigiBox container itself, encrypted with a public key algorithm, and the other that is stored in protected storage locally. The locally stored part is shared among all the local nodes capable of processing that DigiBox container, but the part in the DigiBox container is unique. This separation provides protection against accidental or malicious disclosure of either part.

The data for the property itself is encrypted with other keys ("content keys") that are themselves delivered in encrypted high-level structures; this approach permits the keys for a property to be delivered entirely separately from the property or its controls. Multiple keys, in a wide variety of key-mapping schemes, are used to encrypt the data, limiting the loss that would occur from disclosure of any one key.

All DigiBox control structures are both encrypted and verified for integrity with a cryptographic hash function. Several cryptographic algorithms are supported for these control structures (principally for export control reasons), and arbitrary algorithms are supported for encryption of the data.

5.4 Security Characteristics

The DigiBox cryptographic structures are designed to be secure even in the face of loss of individual key components, and to minimize the damage in case a key or processing environment is compromised. The system is designed to provide commercially acceptable risks and losses for a variety of business models.

The basic algorithms are strong: Triple DES [22] and RSA [23] are preferred. This security is, of course, only as strong as the tamper-resistance of the local processing environment. The preferred implementation of DigiBox processing relies on a "secure processing unit" (SPU) that contains a CPU, memory, program storage, and key storage in a single tamper-resistant hardware package. Although these are not widely available today, the variety of applications they might support makes it likely that such SPUs will become widely integrated into common computing platforms. When running in an SPU, the DigiBox processing and control mechanisms are sufficiently well protected to support most commerce applications.

In the absence of an SPU, other approaches are useful for many business models. In fact, a software-only implementation is sufficient for many applications, because much content is of relatively low value and is used in a context (business to business) where a modest level of fraud is both less likely and more tolerable. As long as the software is moderately difficult to defeat and tools to defeat it have no legitimate purpose, business models can be supported where some risk of loss is acceptable. In the world of

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electronic commerce, just as for traditional commerce, security is not absolute: it is just a factor to balance against the cost of loss and fraud.

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6. Conclusions

The DigiBox container is one component of a general-purpose electronic commerce solution that rests on three basic principles: rights protection, interoperability, and strong security. Electronic commerce, and information commerce in particular, needs a robust information protection mechanism, including rights protection and controls, not just payment systems. As the electronic world evolves, however, and moves forward from simply emulating traditional transactions into entirely new business models, rights protection and control will become the predominant issues.

Protection of intellectual property rights in information requires strong cryptography as well as a flexible infrastructure for controlling use of the information. A standard protected container for information is necessary to support interoperability — most existing schemes tightly bind the creator of protected information and the software that processes it. A standard container can rationalize information commerce and reduce costs for all participants.

In the long term, general-purpose secure electronic commerce will need pervasive deployment of tamper-resistant hardware devices to perform secure processing of protected content. However, as these solutions are developed, many business models can be accommodated with weaker or less complete solutions because the risk and expected losses are commercially acceptable.

Business-to-business purchasing is steadily evolving into a direct electronic ordering model. Future communications and media markets will become increasingly segmented and specialized in response to customer preferences and needs and involve increasing, and more sophisticated, direct interaction between consumers and providers. These markets and their value chains (with or without intermediary distributors) will require secure metering and control tools that enable a user to efficiently and economically tailor resources to his or her own desires.

During the next decade, digital delivery of traditional electronic products, such as information databases and software, will be joined by a rapidly growing array of both New Media and electronically distributed traditional content. The conversion from traditional models requires key foundation technologies and will result in a fundamental shift in current infrastructure. This transformation will create a new distribution industry. Digital distribution employing a universal content and commerce container can play a critical role in this broad economic transformation.

[Top]

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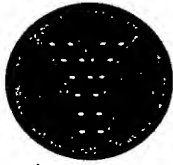
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**STEPHEN YAKE
PRODUCTIONS**

May 20, 1998

Ms. Terry Hammes
President
Hammes Advertising, Inc.
896 S Dixie Highway
Coral Gables, FL 33146

Dear Terry:

Pursuant to our conversation, enclosed please find an executive summary and recent resume.
The resume does not have the Stephen Yake details added to it.

I am also enclosing four SYP reels.

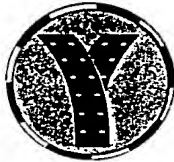
Best regards,

Neal Kent
Vice President, Sales & Marketing

Enc.

Film & Video Services

237 French Landing Dr.
Nashville, TN 37228-1613
615-254-5700 (voice)
615-254-5705 (fax)



**STEPHEN YAKE
PRODUCTIONS**

Executive Summary

Neal Kent has been extensively involved in the entertainment industry and related fields for over 20 years. Beginning his career as a musician, he has performed with entertainers ranging from Bob Hope to Diana Ross. As a project manager he has supervised production for festivals with attendance exceeding 200,000 people, provide financial administration on world tours for AC/DC, been responsible for administrative and technical support for the Bee Gees and received credits on gold and platinum selling records by several international recording stars.

In 1987 he was recruited by a leading entertainment management firm to establish international licensing and trademark development programs for their clients. As the former Vice President of Merchandising Rights Agency, a top entertainment based licensing and trademark management firm, he supervised marketing efforts for clients throughout the world. Neal was extensively involved in worldwide trademark and licensing matters for musical recording artists such as the Rolling Stones, Pink Floyd and AC/DC. Additionally he represented several top Universities including Harvard, USC, University of Miami, and created the licensing program at St. John's University. He has addressed two national conferences on international licensing.

Successfully negotiating over 400 license agreements ranging from apparel to toys, Neal Kent has consistently attained and established industry standards for favorable contractual terms and conditions.

Since moving to Nashville in 1995 Neal Kent has provided marketing solutions and new business opportunities to clients ranging from Merchandising Rights Agency, Donna Summer, Mindy McCready, Anderson Merchandising, Giorgio Beverly Hills and Sony Signatures' clients Reba McEntire, Tim McGraw, Alan Jackson and Hank Williams Jr.

Most recently Neal Kent has joined Stephen Yake Productions as Vice President of Sales and Marketing. Neal is in charge of strategic business development for this award winning film and video production company.

Film & Video Services

237 French Landing Dr.
Nashville, TN 37228-1613
615-254-5700 (voice)
615-254-5705 (fax)

Neal C. Kent

603 Davidson Road
Nashville, Tennessee 37205
(615) 352-8596

Summary: Distinguished record of significant contributions to profit levels and productivity in every position held. Excellent administrative, management and people skills. Skilled in negotiations, client relations, strategic planning, sales and marketing. Demonstrated ability to solve problems and meet challenging goals. Adept at creating and expanding markets, both domestic and foreign. Computer literate.

Professional Experience

Premier Entertainment Marketing, LLC, Nashville, TN 1997 to Present

Partner. Consulting firm specializing in licensing, entertainment marketing and merchandising. Produced innovative programs for clients having combined wholesale volume in excess of \$700 Million. Operated under extremely tight deadlines. Consistently exceeded success criteria.

- Created a "just in time" inventory control and delivery system for the Reba McEntire Fan Club. Enhanced the product offering, reduced shipping delays and eliminated inventory expense.
- Negotiated licenses with top recording artists for a promotional music merchandise format at Wal-Mart that created \$1.5 million in additional sales.

Sony Signatures, Nashville, TN 1995 to 1996

Director of Country Music Licensing and Manager Artist Relations. Responsible for all operations of the Nashville office including the identification and acquisition of new business opportunities, client relations, event and retail product planning and development, and implementation of client licensing programs.

- Initiated a repositioning of the division's sales and client acquisition strategies resulting in an increase in the representation of high profile and profitable clients.
- Increased gross revenue from \$2 million to \$15 million.
- Reduced overhead by 58%.

Merchandising Rights Agency, Ltd., New York, NY 1987 to 1995

Vice President, Licensing, (1989 - 1995). Reported to President. Directed worldwide business development and operations. Responsible for the creation and execution of marketing and sales programs for high profile clients ranging from Universities and Corporations to internationally recognized entertainers.

- Conceptualized and implemented sales and marketing programs and client acquisition strategies that added 21 new clients and increased gross profit margin from 10% to 24%.
- Successfully negotiated over 400 agreements; consistently attained and established new industry standards for favorable contractual terms and conditions. Created supplemental revenue streams from which clients realized an additional \$3.6 million in four years.
- Established three new divisions and international operations.

Neal C. Kent

Page 2

- Implemented international licensing programs for major recording artists and universities.
- Addressed two national conferences of the Association of Collegiate Licensing Administrator on international licensing and trademark protection.
- Designed and wrote an integrated database management system that improved access to critical information and reduced preparation time of reports and statements from 20 to 5 days.
- Instituted a risk management program. Reduced liability exposure. Increased the scope and quality of insurance coverage. Achieved a premium cost reduction of 65% with an initial \$100,000 savings.

Account Executive, (1987 - 1989). Created, implemented and administered client licensing and trademark programs.

- Increased revenue by 1000% in two years.
- Established the St. John's University licensing program.
- Improved the firm's standard license agreement and client quarterly reports.

Middle Ear Inc., The Bee Gees, Miami Beach, FL

1981 to 1987

Project Coordinator and Assistant Engineer. Responsible for administrative and technical support for the Bee Gees and their multi-million dollar recording facility.

- Coordinated, negotiated and supervised the complete technical upgrade of the recording facility. No down time or loss of income resulted.
- Implemented computer inventory and billing systems that provided analysis and control for the \$100 million master tape library as well as \$1.25 million in equipment.
- Assisted recording projects for the Bee Gees, Michael Jackson, Kenny Rogers, Dionne Warwick and Diana Ross.

Self Employed

1977 to 1987

Professional Musician, Woodwinds.

E d u c a t i o n

University of Miami, Coral Gables, FL

1975 to 1979

Bachelor of Music in Music Education / Magna Cum Laude

ABiCC

Association of Bi-National Chambers of Commerce in South Florida, Inc.

Date: 9:09:04 AM 8/25/98

Dear Terry,

Long time! Hope life has been -- and continues to be -- good to you!

We have been contacted by a person, Louis M. Barcelo, who claims to be the interim president of Cuban American Chamber of Commerce. According to the records of corporations in Florida, the only Florida corporation with that name is the one registered by you. I also notice that your corporation is inactive (see enclosed printout of the existing information in the Office of the Secretary of State).

Have you been contacted by Mr. Barcelo? (Be careful!) Do you plan to activate this corporation?

Please call me when you get a chance. In the meantime, please visit our Internet Web site at <http://www.abicc.org>.

With my best personal regards.

Sincerely,

Lars Hummerhielm

To: Terry Hammes

From : Lars Hummerhielm

Corporate Inquiry Menu: Please select an inquiry type from the list below, then enter a search key in the search field. Press SEARCH to begin the search.	
Inquiry by: Corporation / Trademark Name Officer / Registered Agent Name Registered Agent Name Trademark Owner Name FEI Number Document Number Trademark Name Search String: <input type="button" value="Search"/> <input type="button" value="HomePage"/>	<div>8/25/98 8:10 AM</div> <div>NUM: N45670 ST:ET INACTIVE/PL NOR-PROP FLD: 11/04/1991</div> <div>LAST: ADMIN DISSOLUTION FOR ANNUAL REPORT FLD: 06/13/1993</div> <div>FEI#: 65-0357126</div> <div>NAME : CUBAN-AMERICAN CHAMBER OF COMMERCE, INC.</div> <div>PRINCIPAL: 896 S DIXIE HWY.</div> <div>ADDRESS CORAL GABLES, FL 33146-2674</div> <div>RA NAME : HAMMES, TERRY M.</div> <div>RA ADDR : HAMMES ADVERTISING BLDG.</div> <div>896 S DIXIE HWY.</div> <div>CORAL GABLES, FL 33146-2674 US</div> <div>ANN REP : (1992) TR 11/73/92</div> <div><div>Officers</div><div>Events</div></div> <div>----- THIS IS NOT OFFICIAL RECORD; SEE DOCUMENTS IF QUESTION OR CONFLICT ----- <div>Document Image</div></div>

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ABiCC

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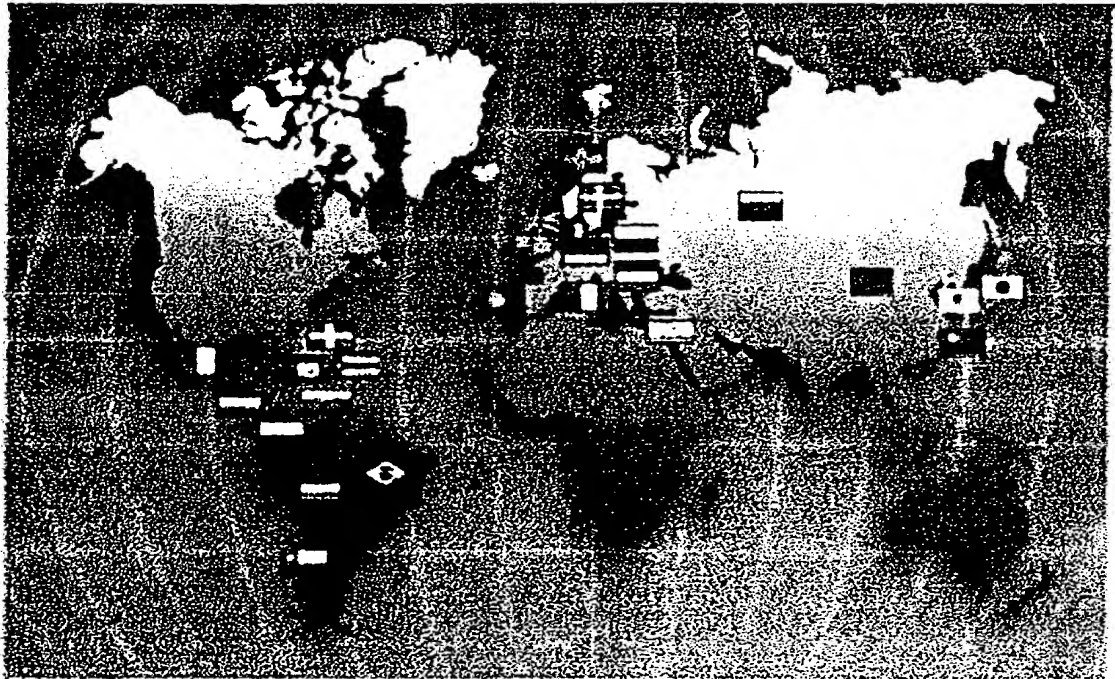


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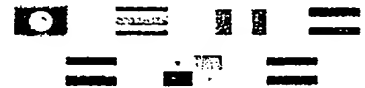


Click on the Map or below to access respective Members Web site

Asian-American Chamber of Commerce

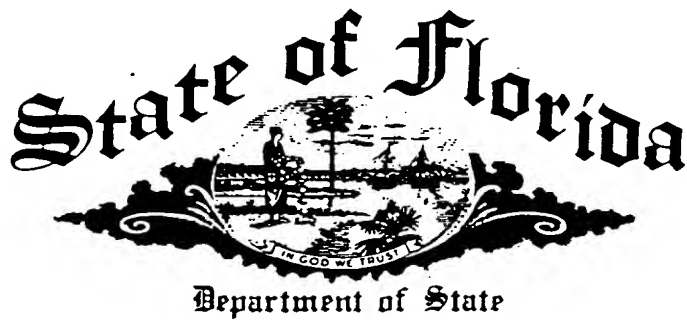


Central American-U.S. Chamber of Commerce



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company published on the web by **egOn**



I certify that the attached is a true and correct copy of the Articles of Incorporation of CUBAN-AMERICAN CHAMBER OF COMMERCE, INC., a corporation organized under the Laws of the State of Florida, filed on November 4, 1991, as shown by the records of this office.

The document number of this corporation is N45870.

Given under my hand and the
Great Seal of the State of Florida,
at Tallahassee, the Capital, this the
4th day of November, 1991.



CR2EO22 (2-91)

Jim Smith
Secretary of State

Catalyst

Miami-Dade Community College
South Campus

The Catalyst congratulates this year's graduates and wishes them luck in their future studies and career!

1101 NW 17th Street
Miami, FL 33136
(305) 257-2333
April 27, 1992
Vol. 26 No. 9

SIFE takes top award in business

Terry Hammes
Guest Writer

A team of students representing Miami-Dade Community College's South Campus were honored with the "Rookie of the Year" Award at the largest Students in Free Enterprise competition ever held. Over fifty universities competed in the regional competition, which CEO's from around the U.S. gathered to evaluate solutions to economic issues affecting their hometowns.

The Miami-Dade delegation, led by Suzanne Joseph, president of SIFE, Mauricio Mesa, treasurer, and Terry Hammes, faculty advisor, represented a group of about thirty M-DCC students who developed a program to help small- to medium-sized businesses do work with Cuba when the trade embargo is lifted. They produced a 60-page research book, titled *In Anticipation of a Free Cuba, How to Business with Cuba*, authored by SIFE member Terry Hammes, established the Cuban-American Chamber of Commerce as a not-for-profit corporation as a vehicle

and obtained in-kind or reduced rate contributions in the areas of legal, accounting, printing and travel expenses to Chicago. Through professional contacts and

The group's Chicago presentation included a slide presentation (shot by Suzanne Joseph), the distribution of the book, the preparation of an annual report for the judges, the preparation of a

sored by Wal-Mart Corporation to promote free enterprise among college campuses nationally. Through regional and national competitions, SIFE rewards successful programs with recognition, awards and trophies. The M-DCC chapter was established in November 1991, and received the highest recognition for new programming into other subject areas, sell copies of the booklet to generate revenues, sell memberships in the chamber and to establish a corporate advisory board for the C-ACC which will develop by-laws to formally kick-off the Chamber, to be comprised of local leaders interested in an eventual new market representing 10 million people, in anticipation of free Cuba.

In Anticipation of a Free Cuba outlines international trade, legal, political, marketing, demographic, economic and cultural considerations of present day and a free Cuba, and was originally prepared as research toward the author's M.B.A. degree in international business at St. Thomas University simultaneously to becoming part of the M-DCC-SIFE project.



"pitch book" showing key supporting documentation of the program including newspaper articles, and the delivery of a joint 20 minute oral presentation, which was followed by questions and answers from the panel of eight judges.

through the families of the students, SIFE has networked and lobbied local bankers, CANF members, the media, PAC committees, representatives of special interest organizations, academia, trade groups and other chambers of

Idea Net 98-International
Data Exchange Network
Patent Pending 60/115,343
774



HAMMES ADVERTISING, INC.

896 SOUTH DIXIE HIGHWAY, CORAL GABLES, FLORIDA 33146-2674, TELEPHONE (305) 667-1199, FAX (305) 667-0440

December 30, 1998

Commissioner of Patents & Trademarks
United States Patent & Trademark Office
2011 Crystal Park, Room 520
Arlington, VA 22202

Tel. 703-305-9282

Ref: IdeaNet98/Provisional Patent Application

Dear Commissioner:

Enclosed please find my Provisional Application for Patent for the software/internet technology known as International Data Exchange Access Network, or by its acronym, IdeaNet98. Pursuant to the provisional patent application, enclosed is the 2 page Declaration that identifies myself, Therese (Terry) Marie Hammes, as the sole inventor. My residential address is 460 Hardee Road, Coral Gables, FL 33146. I am preparing this *pro se*. My business address is Hammes Advertising Building, 896 South Dixie Highway, Coral Gables, FL 33146, Business telephone: 305-667-1199, Fax: 305-667-0440, E-mail: HammesAds@aol.com or IdeaNet98@aol.com.

I am requesting that all information relating to both the Provisional and the permanent Patent and Trademark information is kept secret in the interest of national security. I have been working very closely with the United States Information Agency's International Visitors Program Deputy Director, Mr. James Pollock (and others) for the past two years. This was first offered for sale in Washington on January 7, 1998.

However, approximately 60 days ago, on Nov. 3, 1998; and 36 hours prior to a scheduled meeting in Austin, Texas, with Mr. Pollock and a Patent Attorney (software specialist), a series of approximately 7-8 high technology crimes against my data, hardware, software and person started. In addition to stealing the data, they have destroyed \$40,000 in hardware, stolen my computer code book of 2 years planning, stolen a non-complete contract I had with Carlos Josic (who is not involved in this project any longer), stolen a lap top case with my main back up files for this project and a 40-page computer journal which tracked these hackers to a Department of Defense Tempco line.

The stolen journal also contained computer addressing leading to my online files. Using MY AOL account, I tracked the hacker(s) to the National Security Agency. On doing this with relative ease, the US Attorney began to take this very seriously and I believe they then secured these online files. I am convinced someone I used to date with high level DC connections that knew of this project passed the information along or is he illegally and very maliciously has taken to my work product with the on-going effort centered on destroying all proof. They also took the Journal from my purse in my car leaving \$1200 in cash from a tenant next to the journal untouched; and on a second occasion, they took my files and leather lap top case, leaving a new lap top right next to the case untouched.

Idea Net 98-International
 Data Exchange Network
 Patent Pending 60/115,343
 775



HAMMES ADVERTISING, INC.

December 30, 1998
 Provisional Patent Application/Terry M. Hammes
 International Data Exchange Access Network/IdeaNet98
 Page 2

The US and State Attorneys, local Police and the FBI are involved. The FBI Agent's name is Barbara Mosser, the State Attorney in charge of Economic Crimes is Brad Gross, the US Attorney is Richard Vosckivich and the lead Detective for Coral Gables PD is Lt. Wiesenfeld. Det. Wiesenfeld, Det. Del Valle, Coral Gables PD and Sgt. Laurick Ingram of Metro-Miami-Dade PD all saw the journal (the electronic addressing of the person doing this) prior to its theft.

In addition to law enforcement, ATT-Net Security, Southern Bell Security and the Legal Department of America Online are involved. ATT-Net Security, identified a program called Back Orifice which allows complete remote viewing and the compromise of all security pass words and total access to all data, as what they used. In my computer was a system profile of the computer that attached itself to my network: It contained VC1 level clearance (NSA Level 1, and has AWAC capabilities. When I plugged in my former friend's name, it sent out a satellite burst, rapid transmission of data...leading to the Department of Defense's Tempco telephone number. The next day the robberies began.) As recently as the past two days, the operating systems of my newest (the fourth Toshiba) has been destroyed, delaying this package once again and to the wire. Toshiba Technical locally and corporate support has files showing files denying "ME" access to my own computer were installed using global positioning technology.

There were not very many people aware of this work. For this to have occurred in such a small circle, with the multi-millions of dollars of revenue this plan and software can and will generate for all program participants, I respectfully request that this plan now and in the future remain secret.

Finally, regarding the interest USIA may have in this project. USIA has not contributed financially AT ALL to this project. They have however, facilitated my gathering of information and provided me the introductions and research material I used in the formulation of this program. I am quite certain they wish for this project to be successful, notwithstanding their lack of financing for the development stage. Please feel free to contact Mr. Pollock, Dep. Dir., USIA International Visitor Program regarding any of the above. He is fully apprised of the recent developments.

Sincerely,

Terry M. Hammes, M.B.A., President
 Hammes Advertising Inc., and Hammes Realty Management Corp.
 Inventor/Developer: International Data Exchange Access / IdeaNet98

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